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# I.D. OF BIGHORN RURAL INDUSTRIAL PARK
# FEASIBILITY AND LOCATION STUDY

SEPTEMBER, 1987

Prepared for the Advisory
Council of the Improvement
District of Bighorn No. 8
by Rural Services of Calgary
Regional Planning Commission

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## 1. PURPOSE

The I.D. has proceeded with this project because of past and current perceived need. The 1985 General Municipal Plan Management Policy 6.1 states that:

> "There is a limited demand for land for storage space and light industrial activity in the Bow Corridor, primarily related to the existing mining and refining activity in the area. To accommodate this demand in a co-ordinated manner, a rural industrial park will be established at a location convenient to users and suitable for such a development."

In 1987, Council received several requests for a rural industrial site. These requests were for truck parking, log house construction, firewood storage and other outdoor storage.

The purpose of this study is to select a site to provide a rural industrial park in the Bow Corridor for businesses operating in and around the Corridor in co-operation and consultation with local industry. It is hoped that this will better serve industry and local businessmen that have in the past, and are now, contributing to the I.D. economy.

It is the Municipality's intent to utilize industrial funds available to develop this site. The Municipality will be the owner/prime lessee of the park as well as the operator and they will lease/sublease individual "lots"* to businesses.

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* The word "lot" will be included in quotation marks for the purpose of this report to distinguish it from the legal definition included in Section 1(i.1) of the Planning Act. The "lots" proposed in the rural industrial park are not quarter sections, will not require subdivision and will not be a lot as described in a certificate of title. The "lots" in the rural industrial park will be small, surveyed portions of the total site.

Although not the prime purpose, it should be noted that this operation may be established on a profit-making basis charging market value land rents. The Council may determine that the initial capital expense as well as all operating costs and any additional or future improvements to the site which have been completed with public funds will be "paid back" through charges to the users.

## 2. CONTROL

The I.D., as park operator, will control uses and development through lease/contract agreements and the Land Use Order.

The Land Use Order, General Municipal Plan and Regional Plan provide direction which the I.D. will utilize when developing the site. (See Appendices A, B and C respectively.)

The Municipality is pursuing this industrial park as a municipally operated park rather than leaving it to the private sector for several reasons:

1. There are some monies available in the Improvement District of Bighorn reserves that have been accumulated over several years, representing the difference between the Industrial Tax Levy collected and the Industrial Tax Transfer paid to the Town of Canmore, under the requirements of the Improvement Districts Act. The Act indicates that these monies can only be spent by an Improvement District on industrial projects as determined by the Advisory Council.

2. The park is planned to accommodate small operators and it doesn't appear (as indicated by the lack of applications to develop by the private sector) to be economical for a private operator to initiate the establishment of a rural industrial park.

3. Most of the suitable land in the Corridor is public land. It is Council policy to discourage a plethora of small individual miscellaneous leases in the Corridor. It is Council's preference, guided by the General Municipal Plan and the Calgary Regional Plan, to consolidate rural industrial uses into a concentrated location.

4. There is the opportunity for the municipality to make these rural industrial sites available at a lower cost than could the private sector.

5. This proposal allows the Municipality to exert more control over the specific uses allowed in the park as well as the individual operations.

6. The private sector may not be interested in developing rural industrial sites according to the municipal timetable. Municipal control allows the municipality the opportunity to achieve and implement the goals and objectives of the General Municipal Plan, although there are no absolute guarantees that private sector businesses will locate in the park.

## 3. CHARACTERISTICS OF RURAL INDUSTRIAL PARKS

There are several characteristics that clearly separate rural industrial parks from their urban counterparts.

(i) The individual lots inside the rural parks are generally larger than urban parks because they attract storage related industries which generally require more extensive areas of land.

(ii) Because the rural uses require more land, it must be significantly cheaper than in urban parks. This is generally achieved because the park is outside of an urban centre and the land is not generally serviced with water or sewer.

(iii) A rural industrial use generally has a much lower ratio of buildings to land than industrial uses in an urban park. This trend towards minimal improvements on site leads to a lower tax rate than in an urban park.

(iv) Generally, the high standards for paved roads, curbs, gutters, etc. required in an urban industrial park are not required in the rural example.

(v) Good access to a rural industrial park is very important to connect the product or service with the market. Therefore, juxtaposition to road and rail is imperative, whereas being located in an urban centre is generally sufficient for an urban park.

(vi) Rural industrial uses generally fall within the categories of agricultural processing and distribution, natural resource extractive, non-labour intensive and hazardous and do not include manufacturing, processing, sales as a primary use and commercial servicing functions.

## 4. SERVICES

As noted earlier, municipal water and sewer services are generally not provided in rural industrial parks. Each lessee would be responsible for their own garbage disposal, sanitary waste facilities (be it a pump out tank or septic field) and their own water. Electricity, telephone and gas may be provided to the site by the I.D. if the Council feels this is appropriate and each lessee would be responsible for their own individual hook-ups. Many rural type uses, such as truck parking, won't even need these services.

## 5. REGULATIONS

Rural industrial parks are regulated by various levels of government; there are provincial guidelines, Regional Plan policies and

the I.D.'s own General Municipal Plan and Land Use Order. The following is a summary of what direction these jurisdictions provide for the establishment of a rural industrial park.

## 5.1 PROVINCIAL GUIDELINES

In 1981 the Minister of Municipal Affairs published a document entitled Rural Industrial Land Use: Some Policy Guidelines for the 1980's. This document states that it is the government's desire to diversify the Province's economic base and therefore guidelines are provided for the location of industrial parks in the rural areas. The guidelines were developed to allow some "urbanization" of the rural areas, but not to allow it in an indiscriminate fashion which would impede or harm the urban centres. The document states:

> ". . . Not all categories of industrial activity can or should be accommodated within urban communities. Certain classes of industrial development, by reason of their inherent physical or operating characteristics, either cannot always co-exist compatibly with other elements of the urban environment or survive within the constraints of that environment and should, therefore, be accommodated in rural areas."

The document goes on to list the types of uses considered to be rural in nature and suitable for location outside of an urban centre.

The Provincial government also provides the direction that a concentrated pattern of rural industrial development is preferred to scattered development. The document indicates that servicing standards should not approach the standards generally found in an urban industrial park. Some transportation factors which should direct the selection of locations for industrial development within rural districts are noted, including:

- energy efficiency in terms of home to work distances;
- capability of roadway system to accommodate expected increases in traffic volumes and loads;
- improvements to the roadway system which may be necessitated by the proposed industrial development and the feasibility, cost and priority of such developments;
- standards of access applicable to provincial, regional and local classes of roadways;
- effect of the proposed development on the level of service or basic function of any particular rural roadway.

## 5.2 CALGARY REGIONAL PLAN

The Calgary Regional Plan includes an extensive definition of rural industrial uses, a definition of rural industrial park and a chapter including policies on rural industrial development (Appendix C). Basically, Chapter 4, Section 8 of the Calgary Regional Plan expands upon the provincial guidelines discussed above, however the recommended locational criteria have been expanded. Beyond the transportation considerations outlined by Municipal Affairs, the Regional Plan includes:

- provision of adequate water and sewage facilities;
- conservation of environmentally sensitive land;
- minimizing significant conflicts with adjacent land uses;
- determining the need for the creation of new industrial lots.

This greatly broadens the issues related to the location of a rural industrial park. The only other criterion that is unique to the Calgary Regional Plan is that a new rural industrial park is not permitted in the urban fringe part without a Regional Plan amendment (S. 4.11.4b). Therefore, to simplify the implementation phase, Council may wish to eliminate the Canmore Urban Fringe area from consideration as a possible location for the rural industrial park.

## 5.3 IMPROVEMENT DISTRICT OF BIGHORN NO. 8 PLANNING DOCUMENTS

The I.D. has two planning documents that direct and control rural industrial development in the municipality. Section 6.0 of the Bow Corridor Part of the General Municipal Plan provides direction for the location of a rural industrial park adjacent to Highway 1A, and directs more study and analysis before a final site is selected.

The Land Use Order provides a Rural Industrial Land Use District (Appendix A). This district outlines uses that may be considered appropriate and outlines other requirements for development including setbacks, building heights, site coverage and performance standards. The list of discretionary uses is very extensive, however, there are no permitted uses. This requires each individual use to be approved by the Municipal Planning Commission allowing for more review, public discussion and consideration. This means that even if the Improvement District established a rural industrial park, each individual use would have to be scrutinized on two levels: I.D. Administration in terms of leasing arrangements and the Municipal Planning Commission in terms of development permit approval and conditions. With this double review process, potentially harmful or polluting industries will be less likely to "fall through the cracks".

# 6. STEPS OF DEVELOPMENT

The costs will vary depending on the site, but the development will require certain steps depending on what is already done.

## 6.1 SURVEY

If the I.D. is taking over an existing leased area or a full quarter section, perimeter survey may not be required, but some work will be needed to find the existing survey pegs and quarter lines. Some level of interior survey will be required. An

internal road system and alignment must be identified. The individual lots will have to be surveyed and all corners pegged. This lot identification is critical to ensure lessees do not impinge on other tenants' lots. The road rights-of-way should be 100 feet wide.

## 6.2 REDESIGNATION

The land must be redesignated under the I.D. Land Use Order to the Rural Industrial District before development can be allowed or leases should be issued. The cost of this action is I.D. staff time and the cost associated with holding and advertising a public hearing.

## 6.3 SITE DEVELOPMENT

Sections 7 and 9.3 of this report outline various items that should be installed or constructed prior to tenant occupation. Development of the site could be phased, depending on the number of lots and the immediate demand. Site development should not be initiated until redesignation of the land is final and may occur concurrently with preparation of the lease and negotiations with prospective tenants.

## 6.4 LEASING THE LOTS

Once the site is prepared and redesignated, the Municipality will be ready to lease the lots. It might be advantageous to the Municipality to have legal advice when drawing up the standard contract. This will have associated costs. Staff will then feel confident taking over the administration of the park. Once the park has been approved, ads should be placed in the local newspapers and possibly the Calgary Herald informing prospective tenants they may apply for a "lot".

## 6.5 DEVELOPMENT PERMIT

There is generally no cost to the Municipality associated with the issuing of a development permit other than the standard administrative and advertising costs. However, because all rural industrial uses are discretionary, each application will have to be reviewed by the Municipal Planning Commission and incurs additional costs. This leaves a logistics problem. The lease should be issued conditional to development application approval to avoid a problem whereby the applicant already has a signed lease, but no development approval, or an approved development and no lease.

## 6.6 OPERATING COSTS

The operating costs associated with a municipally operated rural industrial park include administration time, office supplies and any other services that may be provided. For example, it is possible that future tenants could successfully lobby Council for: dust control on roads, periodic road maintenance, snow ploughing, access improvements, fire and police protection (which may not have direct implications but could contribute to the demand for future capital expenditures of public monies for equipment such as a new fire truck), and waste transfer or garbage pick-up (which could materialize as municipal costs in terms of extending garbage pick-up contracts or extending hours of operation of landfill sites).

# 7. LOCATIONAL FACTORS

A company or business considers many things before making a decision on a new location. The location can "make or break" the business. For that reason, the same type of locational analysis must be seriously, and systematically, considered prior to a

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* Leonard Lund, Factors in Corporate Location Decisions, Conference Board, Toronto, 1979.

decision on a location for an industrial park. If the wrong location is chosen, the park will sit empty and any monies invested will be wasted. In 1979, a survey was conducted by L. Lund for the Conference Board*, which identified 13 key factors in future plan locations:

(i) availability of trained labour source;
(ii) access to markets and suppliers;
(iii) energy costs;
(iv) community facilities and quality of life;
(v) labour conditions, rates, productivity;
(vi) local taxes and other costs;
(vii) transportation;
(viii) return on investment, profitability;
(ix) customer requirements;
(x) business/government relations;
(xi) management/operational needs;
(xii) cost of land, leasing;
(xiii) local capacity for growth.

Although these were factors considered prior to major capital expenditures on plant construction, generally in urban centres, the principles or ideas can be applied to the smallest one-man operation in a rural setting. Certainly the order of concern would shift. Therefore, for this analysis, nine factors that better illustrate the characteristics of a small rural industrial park in the Bow Corridor will be discussed.

## 7.1 AVAILABILITY OF TRAINED LABOUR SOURCE

Being located in a rural municipality, there will inherently be greater distances from the employment base to the businesses in the rural industrial park. People who would work at these businesses would most likely live in Exshaw or Canmore with a portion of the employment base coming from Cochrane and a very small portion coming from Calgary. With the most likely site for the park being on Highway 1A, this allows good, quick access from all

four of these centres. Exshaw has a new land base for residential growth and in the future could examine the possibility for hamlet expansion to accommodate more residential land.

Because rural industrial uses are characteristically non-labour intensive, a large employment base may not be necessary. However, particular skills or trades may be required. Highway 1A is generally an industrial corridor based on natural resources, their extraction and processing. Industries dependent on these types or related skills would probably do very well at finding a labour force with the appropriate level of skill in the Corridor. It also became evident from the survey of industries (Section 8) that most of the potential tenants already live in the Bow Corridor and would want the park to be as close to their home as possible.

## 7.2 TRANSPORTATION

Highway 1A provides generally high standard access between Canmore and Calgary. It presently carries large volumes of industrial traffic (primarily between Highway 1X and Canmore) because of the major industries located on this stretch of the road. Because it is a primary highway, Alberta Transportation controls the access to this highway. The Department is primarily concerned with safety and the free and continual flow of traffic. Therefore, on a primary highway where speeds are in the 80 - 110 km per hour range, the Department is concerned with:

(i) the number of access points;
(ii) traffic crossing or turning left across traffic;
(iii) acceleration and deceleration lanes;
(iv) sight distance from intersections.

For these reasons, the site chosen should minimize conflicts with traffic, maximize highway safety and meet all Alberta Transportation concerns.

## 7.3 ENVIRONMENTAL IMPACTS

Although much of the Highway 1A corridor is already utilized for industry and mining operations, there are still some environmental concerns. There are several creeks which feed into the Bow River that have sensitive shorelines and creek beds. The Bow River is located on the south side of the highway and along with supporting delicate ecosystems, also provides a water supply for most of the communities downstream. This area is a very well inhabited corridor for wildlife.

Any industrial development should be designed to minimize environmental damage by:

(i) Ensuring the industries do not pollute the creeks or rivers by enforcing strict controls on site improvements, storage of dangerous or toxic chemicals on site and managing storm runoff;

(ii) Protecting creek shorelines and banks to minimize erosion and stop potential flooding of the park;

(iii) Approving only developments that do not emit pollutants into the air, or take measures to reduce emissions to an acceptable level.

## 7.4 COSTS OF DEVELOPING THE PARK

As noted earlier, the cost of developing the park will be directly related to the site chosen and the role the Municipality wants to play. Section 9 of this document reviews this in more detail. This is considered a locational factor as it would not be appropriate for the Municipality to select a site that will cost more to develop than the Municipality is willing to spend.

## 7.5 URBAN FRINGE

This factor has also been mentioned earlier. As a locational factor, it would be much simpler for the Municipality to select a site outside of the Canmore Urban Fringe as it would eliminate any political conflicts, reduce the competition arguments, clearly identify this as a rural industrial park and for the Municipality reduce the number of approvals required from outside authorities (i.e. a new rural industrial park inside an urban fringe requires a Regional Plan amendment). However, very few parcels of developable land are available along the Highway 1A Corridor. Therefore, this report does include sites within the Canmore Urban Fringe, recognizing additional development steps in terms of the Regional Plan Amendment process.

## 7.6 AMOUNT AND AVAILABILITY OF LAND

This study does not recommend the municipality purchase land for the purpose of developing a rural industrial park. The I.D. does own some land in the Corridor or they could apply to lease public land. If the park was developed on municipally owned land, the individual "lots" would be leased to the individual industrial user. A lease arrangement would obviously afford the Municipality more control (i.e. not only would by-law enforcement be a control but a cancellation of the lease for lease infractions is always a powerful tool).

If the Municipality decides not to develop their own land and selects another piece of land, it will most likely be public land. In this case the form of "acquisition" would most likely be a miscellaneous lease with the Municipality as the primary lessee. The Municipality would then sublease the individual lots.

## 7.7 SERVICEABILITY

As noted earlier in this document, the Municipality would not be providing municipal water and sewer services to the park. This would be the responsibility of each sub-lessee.

It would be the responsibility of the Municipality to at least grade and gravel an internal road system and provide an adequate highway access.

However, industries also consider the availability of other services when choosing a site. Natural gas, electricity and telephone service may all be required. It may be considered by the potential users that it is the I.D.'s responsibility to bring these services to the park, although the individual users would be responsible to extend connections to their lot and hook in. Distance from these services may be a determinant in park location for the I.D.

Some potential industries may also consider rail service as an important service, although it is unlikely the I.D.'s rural industrial park will attract large enough industries to require a spur line.

## 7.8 ADJACENT USES

Industrial uses are generally considered to conflict with a variety of other land uses including residential and recreational. For this reason the site chosen for the park should provide good separation space if located near potentially conflicting uses. This can be achieved either by distance or by visual screening. Since environmental controls would be in place, the types of conflicts that could arise from the rural industrial park would be noise or visual intrusion. If the park were located at a sufficient distance from a large residential node (i.e. Exshaw) and on a site with mature vegetation along the Highway, these two potential conflict areas could be neutralized.

## 7.9 DEMAND FOR RURAL INDUSTRIAL LAND

Section 8 of this report discusses the demand identified for a rural industrial park. In general, the demand appears to be for a small rural industrial park to provide up to three-acre "lots" of unserviced land for small (one- and two-man) local operations.

# 8.0 MARKET DEMAND

During the researching of this report, there was no evidence of a similar project anywhere in the Province of Alberta. This situation, where a local rural municipality establishes a rural municipal park, to be administered by the municipality on either provincially or municipally owned land, appears to be unique. There are several other rural industrial parks in the province, but these have been privately developed on patented land. There has been provincial and municipal government involvement with urban industrial parks but that has been for the sale of fully serviced industrial lots, such as Elk Run Industrial Park in the Town of Canmore.

The Town of Canmore has two industrial parks. One, the Aspen Industrial Park, is located on the west side of Highway 1A and the second, Elk Run Industrial Park, is located on the east side of the TransCanada Highway. Both are fully serviced areas with piped water and sewer, paved roads and street lighting. The Elk Run Industrial Park is only partially full with many vacant lots available for development. The information acquired for this report indicates that this land sells for $100,000 per acre. The Town allows a broad variety of uses as permitted and discretionary under their Land Use by-law.

There appears also to be a demand for a rural industrial park. This can be illustrated by four examples: 1) a site, with minimal servicing, for outside storage has been requested by five separate I.D. ratepayers; 2) there have been several applications for miscellaneous leases on Crown land in the Bow Corridor

for industrial storage uses; 3) Banff does not appear to be in a position to increase their industrial land and their existing industrial compound is virtually full; and 4) the Town of Canmore has several construction/excavating/contracting businesses working out of the residential districts.

The applications and inquiries for rural industrial land received by the municipality have all been from local (Exshaw, Dead Man's Flats and Canmore) residents. All have requested basically unserviced land for outdoor storage. All the operations are small; a primary owner and one to three employees. All have requested one to three acres of land.

A survey of existing businesses in the Bow Corridor was conducted and the results obtained did provide information that was beneficial to determining both the feasibility of developing a rural industrial park and to what level the site should be developed.

## 8.1 SURVEY OF INDUSTRIES

Nine businesses, currently operating in Banff, Canmore, Dead Man's Flats and Exshaw were interviewed. The survey was intended to be informal and therefore the sampling was small, was not selected at random and was not selected to be representative of all businesses. The businesses interviewed were selected because it was anticipated that they had the general characteristics of rural industries and were located presently in the Bow Corridor. Therefore, it was assumed they were familiar with the area and the market.

The purpose of the questionnaire (a copy of the questionnaire is included in Appendix D) was to determine what the needs of these types of businesses would be. In other words, if the municipality were to establish a rural industrial park, what services would they have to provide to attract tenants. The survey was never intended to recruit clients for the park or market the

park, since Council has yet to determine if they, in fact, will establish a rural industrial park.

Figure 10.1 summarizes the results of the questionnaire. The results were not surprising and corroborated the guidelines and recommendations found in the literature reviewed.

The questionnaire did indicate that some businesses requiring additional unserviced land would consider a rural location. The services required as mandatory were electricity, telephone and the right for the tenant to fence his own "lot". The survey indicated that these businesses did not require piped water and sewer, natural gas, paved roads, rail access, on-site security guard or fencing of the entire park. The respondents were split on whether or not they required direct highway access and security lighting.

The area where the survey varied from the literature the most was in "lot" size. The literature generally indicates that rural industrial uses would require significantly larger lots than are usually available in an urban setting. However, the respondents to this question indicated three businesses required one-half acre or less and not one respondent indicated they required more than three acres. This reflects the fact that most of the businesses are small, often one-man operations dealing only with local business.

There were great discrepancies in the rental rates people expected to pay, ranging from $65.00 per month per acre to $600 per month per acre. Since it appears the services required to be provided to the park are minimal and most of the businesses the park would attract are very small, it would appear reasonable to maintain a rental rate at the lower end of this range.

Some of the respondents not considering a rural location cited the need for fully serviced land and the location of their market entirely in the urban centre as reasons.

FIGURE 8.1

SUMMARY OF QUESTIONNAIRE RESULTS

| | | | |
|---|---|---|---|
| 1. | Type of Business? | Landscaping | 1 |
| | | Construction | 6 |
| | | Food Services | 2 |
| 2. | Present Location? | Town Residential | 3 |
| | | Town Commercial | 1 |
| | | Town Industrial | 3 |
| | | Bow Corridor | 2 |
| 3. | Could you utilize more land? | Yes | 4 |
| | | No | 4 |
| | | Possibly | 1 |
| 4. | Would you ever consider a location in the Bow Corridor? | Yes | 3 |
| | | No | 5 |
| | | Possibly | 1 |
| 5. | How far from your present location would you be willing to go? | Less than 5 miles | 2 |
| | | 5 to 10 miles | 2 |
| | | 11 to 15 miles | 1 |
| | | Depends | 1 |

6. What services are mandatory?

| | Yes | No |
|---|---|---|
| Piped water | 2 | 6 |
| Piped sewer | 1 | 7 |
| Electricity | 8 | 0 |
| Telephone | 8 | 0 |
| Natural gas | 2 | 6 |
| Paved road | 1 | 7 |
| Highway access | 4 | 4 |
| Rail access | 0 | 8 |
| Security lighting | 3 | 5 |
| On-site security guard | 0 | 8 |
| Fencing - individual site | 7 | 1 |
| Fencing - entire park | 0 | 8 |

| | | | |
|---|---|---|---|
| 7. | How large a lot would you require? | Less than 1 acre | 3 |
| | | 1 to 2 acres | 3 |
| | | More than 2 acres | 1 |

Several respondents provided interesting comments and suggestions about the development of a rural industrial park in general:

(i) examples from B.C. always look like junk yards;
(ii) a rural industrial park is premature since Canmore Industrial Park isn't full;
(iii) Elk Run Industrial Park is too expensive;
(iv) the closer to Canmore the better the location;
(v) good communication between tenant and park manager is critical to a well-run park; and
(vi) a rural industrial park is desperately needed.

## 8.2 MARKET FEASIBILITY

From discussions with various government representatives and the interviews with the businessmen in the Corridor, it appears there is a limited demand for rural industrial land primarily for outside storage of equipment and supplies.

It is difficult to state how many rural industrial "lots" will be required. As indicated, there were five inquiries received by the municipality regarding rural industrial land. Should these inquiries prove to be valid and the businesses become tenants, it might be estimated that the park might draw an additional four or five tenants. Lot size varies from a half acre to two acres. No demand has been identified for large lots. Services demanded are limited and it appears the municipality could probably lease the land for between $65 and $500 per month per acre.

It would also appear, however, that because most of the potential tenants are small businesses, the lower the rents the larger the possible clientele for the rural industrial park.

# 9.0 POTENTIAL SITES

Six sites have been selected for review for a potential rural industrial park. They stretch along the 1A Highway corridor from

the Town of Canmore to the 1X Highway. All of the sites are located on provincially or municipally owned land, primarily due to the general lack of large tracts of privately owned land in the Corridor. The sites vary in size from 15 acres to over 100 acres.

The Corridor is limited when identifying potential sites for rural industrial parks. The six sites that were selected were the only sites available for rural industrial development along the Highway 1A Corridor. The limiting factors include: topography constraints, existing developments on prime locations, an absence of privately owned land, and the location of the primary highway which dictates standards for access.

Not one of the alternate sites is perfect. It is questionable whether there is a perfect site anywhere in the valley, and if there is, it is likely already occupied by an existing industrial operation.

Each site has been assessed and reviewed in a narrative manner and then analysed through two sets of factors which measure development criteria in terms of cost and noncost factors. Each set of factors has criteria against which each site is valued. The "scores" are tabulated (with the highest score being the most suitable site) and then the sites are placed in rank order, signifying which site has best met the development criteria.

Since this rural industrial park will be developed by the local municipality, cost of development is a very important factor. The municipality does not want to get into the "industrial park" business, but feels it must to provide a solution to an existing problem of what to do with these small operators. The cost factors are very straightforward. If an access road is to be built to a certain standard for a certain distance, it is relatively easy to calculate this cost for every site and compare the costs for each site.

The noncost factors are not quite as objective or as easily quantified. These factors measure the characteristics of the site in terms of people, attitudes and environment. These factors depend mostly on perceptions. Some, it is true, may be quantified; for example, distance to a sanitary landfill site could be measured by miles or kilometres, but it is often the perceived distance, rather than the actual distance that will influence a firm's site selection decision.

This chapter describes each site and provides the analysis of each based on both cost and noncost factors. This chapter then looks at some alternative ways to administer this park and the costs associated with each alternative.

## 9.1 IDENTIFICATION OF AN INDUSTRIAL CORRIDOR

The potential sites for a rural industrial park are all located along Highway 1A, on the north side of the Bow Corridor. Although this may appear to limit possible locations, the existing land use patterns indicate that the natural resource and industrial activities are almost totally located along this highway at present. The TransCanada Highway, on the south side of the Corridor, carries most of the tourist traffic and has few industrial type uses accessing from the highway. This direction, to identify Highway 1A as the industrial corridor, also complies with the direction outlined in the General Municipal Plan.

All of the major plant activity in the Municipality is located along Highway 1A, including Canada Cement Lafarge, Steele Brothers, and Baymag, including the large proposed Baymag magnesium plant. Other industrial activities include several quarries, a piece of land designated rural industrial west of Exshaw and municipal landfill sites.

The major tourism facilities are located along the TransCanada Highway including: Deadman's Flats tourist commercial area, three provincial parks (Deadman's, Lac des Arcs and Bow Valley),

major day use area (west of Deadman's, east of Canmore), major scenic pull-offs at Lac des Arcs, a very popular wind surfing area at Lac des Arcs, the entrance to a potential recreational development in the Wind Valley, and access to the Pigeon Mountain Lodge.

This is not to say that Highway 1A is devoid of recreational facilities. There are several picnic and day use areas with some very popular fishing and hiking areas. But there is no overnight accommodation or major tourist facility development along Highway 1A.

There is of course some major truck traffic along the TransCanada Highway, but it is a completely access controlled highway. On Highway 1A the truck traffic is turning onto and off the highway and crossing the general lanes of traffic regularly. All the truck traffic is heavy industrial traffic, which would only be added to, should an industrial park be developed. This is generally considered to be conflicting with tourist traffic and therefore undesirable.

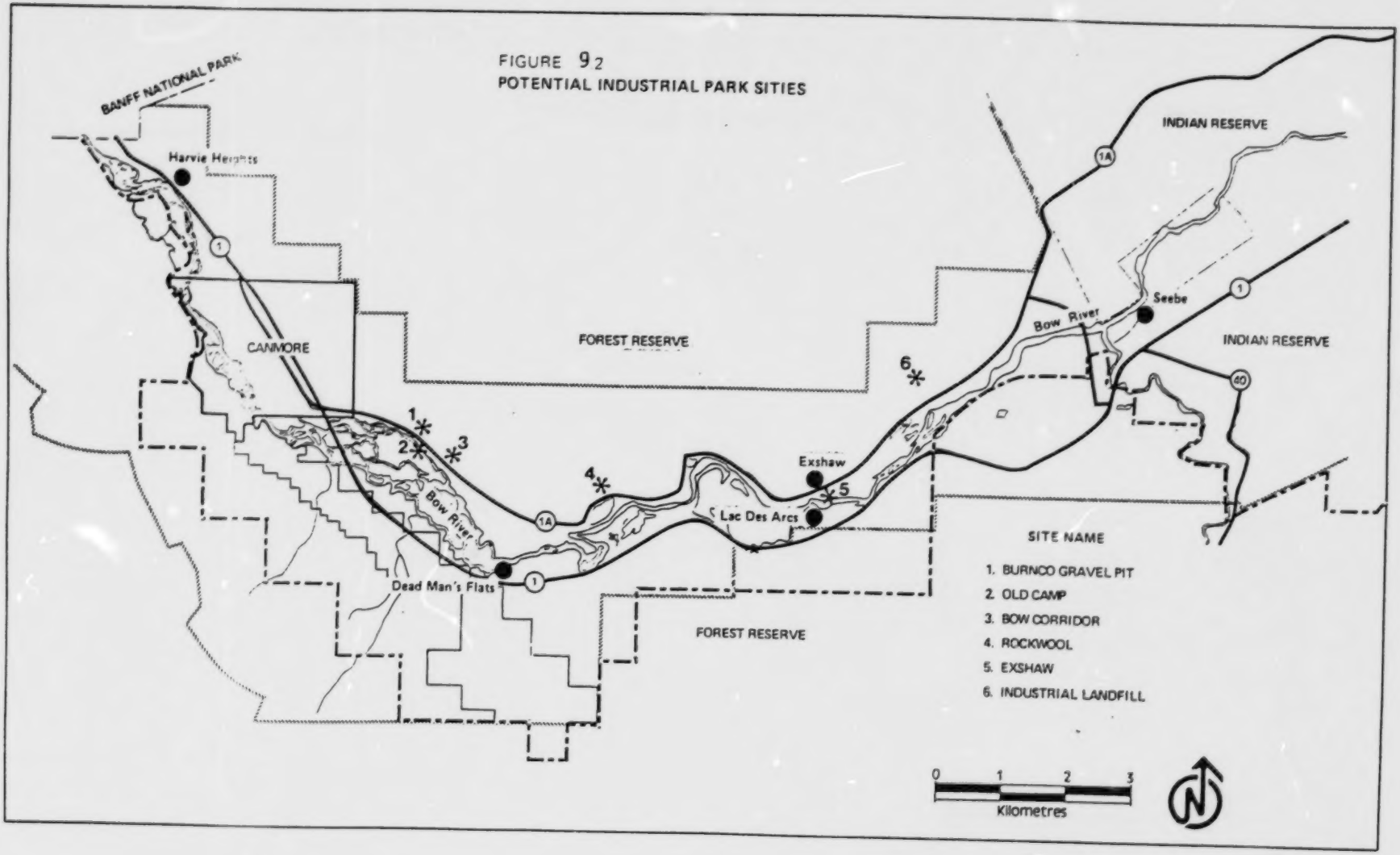
The land adjacent to both Highway 1A and the TransCanada Highway is predominantly public land, therefore there is no difference in terms of the availability of land. Generally, the community attitude towards industry is more positive along the 1A Highway.

For these reasons, potential rural industrial park locations along the Trans Canada Highway have not been considered as feasible for the purpose of this study.

## 9.2 SITES SELECTED FOR ANALYSIS

As indicated in previous sections, six sites were selected as potential rural industrial park locations. Each is located on or adjacent to Highway 1A. Each has similarities: all are close to the highway, all are relatively flat, all require a certain amount of site preparation and clearing of vegetation. A site

FIGURE 9.2
POTENTIAL INDUSTRIAL PARK SITIES



inspection was conducted on each site. Figure 9.2 illustrates the general location of the six sites. Figures 9.2.1 through 9.2.6 inclusive provide data summary sheets on each potential site. These sites are then evaluated in Sections 9.3 and 9.4 of this report.

### 9.2.1 Site 1 - Burnco Pit

This site includes 100 acres of land leased to Burnco for gravel extraction. The Town of Canmore presently uses a portion of the pit for a sanitary landfill site. The Burnco lease expires in 1990. There is a direct access onto the highway. The site is approximately 2.4 km east of the Town of Canmore boundary and within the Urban Fringe Part. The site is on the north side of the highway, across from the old camp recreational day use area. The site is presently not available for an industrial park as mineral extraction is ongoing and the site has not yet been reclaimed. This would be a long-term potential site only after reclamation is complete. It is presently unclear if the site would be screened from the highway; this would depend on the Reclamation Plan.

### 9.2.2 Site 2 - Old Camp

This is a relatively small site (estimated 30 gross acres) on the south side of the highway confined between the highway and the rail line. The site is not naturally screened from the highway. The parcel is public land and is abutting the Old Camp day use recreation area on its eastern edge. There is some relatively flat land, however, vegetation is dense at the rear of the site. Highway access would have to be constructed. The approach to the highway is steep and would be offset from the Burnco entrance across the highway and immediately east of the Old Camp access. This is a situation not generally approved by Alberta Transportation due to safety considerations. A combined southside access could be constructed but this would be a costly procedure. The

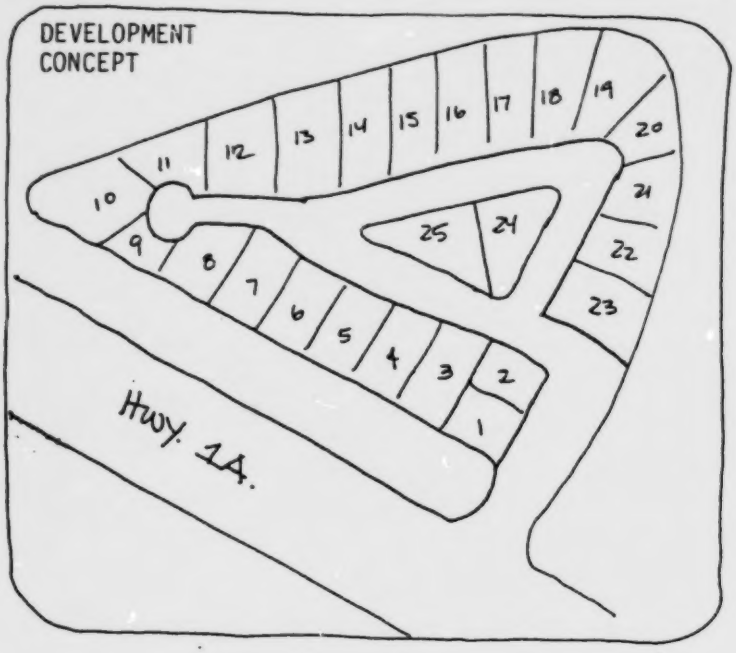
SITE 1 BURNCO PIT
PTN. NE 23-24-10-W/5

FIGURE 9.2.1

SITE DESCRIPTION

A large parcel of land on the north side of the highway being mined for sand and gravel. The Town of Canmore is using part of the mined-out areas for their sanitary landfill site.

DEVELOPMENT CONCEPT

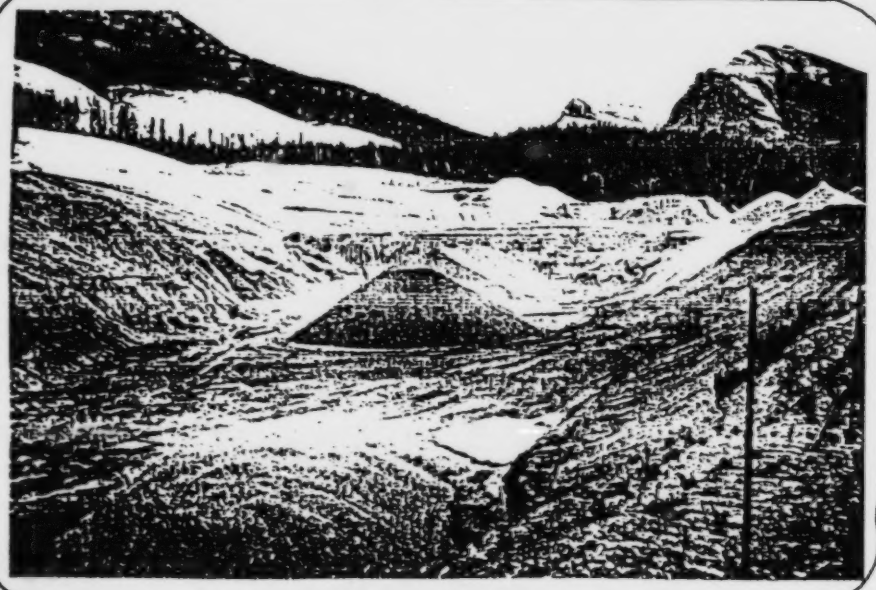



ADVANTAGES

- large site that once reclaimed will have no trees and be relatively easy to prepare
- existing highway access
- some mature vegetation along the highway remains

DISADVANTAGES

- Burnco lease until 1990
- Town of Canmore using as landfill site
- is within the Canmore Urban Fringe



SITE DATA

- 80 gross acres
- 3/4 mile internal road construction
- net developable area of 40 acres
- availability of 25 lots (1 to 2 acres size)

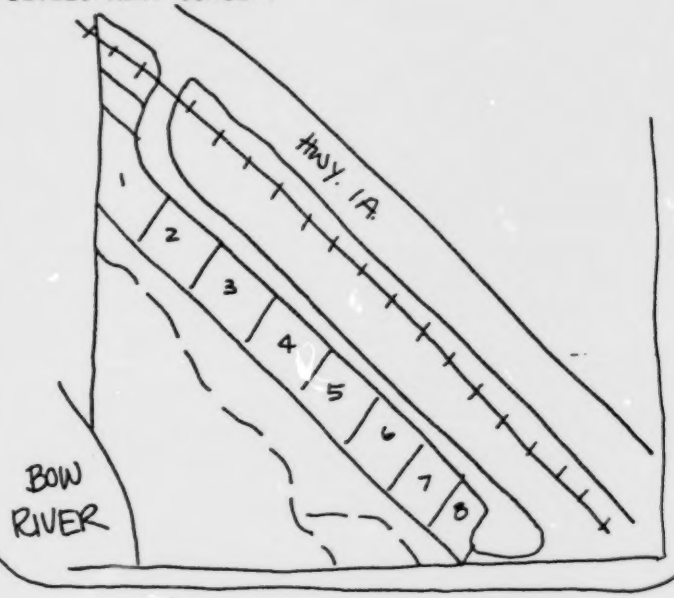
SITE 2 OLD CAMP
PTN. SW 24-24-10-W/5

FIGURE 9.2.2

## SITE DESCRIPTION

A small parcel of public land on the south side of the highway and south of the rail line, immediately east of the Old Camp Day Use Recreation area and across from the Burnco gravel pit. The site is heavily treed.

## DEVELOPMENT CONCEPT




## ADVANTAGES

- close to the Town of Canmore but outside the Urban Fringe
- no encumberances on the land

## DISADVANTAGES

- adjacent to a recreational use
- rail crossing required
- intermittent streams
- area prone to flooding
- new highway access required very close to existing access

## SITE DATA

- 30 gross acres
- 1/4 mile internal road
- net developable land = 12 acres
- availability of 8 lots (between 1 and 2 acres in size)

site is approximately 2.8 km east of the Town of Canmore but is not included within the Urban Fringe Part.

### 9.2.3 Site 3 - Bow Corridor

This site is located on the north side of the highway, approximately 3.2 km east of the Town of Canmore. All of the land is public land. The site is partially screened from the highway with mature vegetation. The site itself has a flat portion and a slope to a terrace level. Although there are no significant distinguishing factors, there is a part of the old Highway 1A alignment on the parcel which could provide access to the site. There is some dense, mature vegetation that would have to be cleared. Although there are approximately 120 acres in this quarter section north of Highway 1A, 40 acres are located south of the power line. Only these 40 acres would be considered as part of a developable parcel. Of these 40 acres it is estimated there are 13 developable acres on this site.

### 9.2.4 Site 4 - Rockwool

This is the site of the old Rockwool plant. It was initially thought that this would be the ideal location for an industrial park, however, a private individual gained control of the lease. The land was redesignated in 1986 to Rural Industrial. The site is approximately 13 acres along the highway with the old plant building located on the west end. The majority of the site is fenced with an 8-foot chain link fence although no visual screening has been established. The adjacent land is leased to Baymag and actual access to the site is by crossing Baymag lease. This access may not be appropriate for an industrial park and would probably require significant upgrading. The site also is on a curve which doesn't provide the best sight distance.

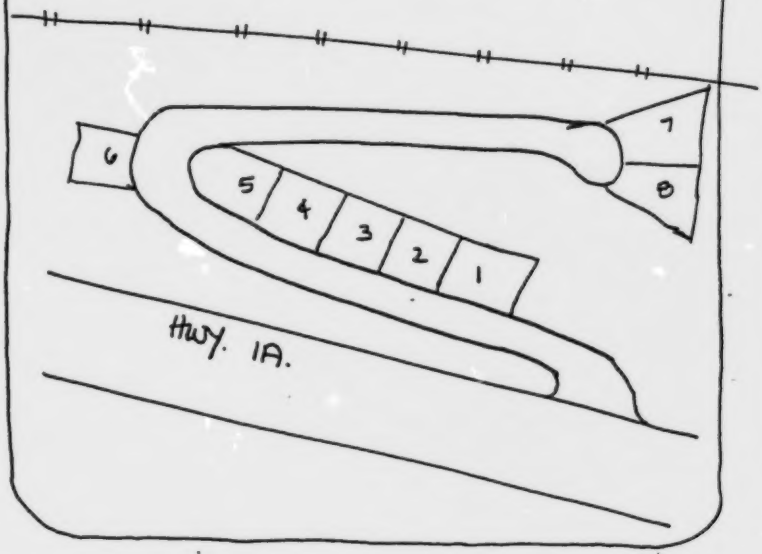
SITE 3 BOW CORRIDOR
PTN. SE 24-24-10-W/5

FIGURE 9.2.3

SITE DESCRIPTION

A small parcel of land on the north side of the highway east of the Burnco gravel pit. The site has an internal road already indicated by the old Highway 1A alignment. Heavily treed and terraced.

DEVELOPMENT CONCEPT




ADVANTAGES

- access and internal road "outline" exists
- unencumbered public land
- outside of the Urban Fringe while being close to the Town

DISADVANTAGES

- terraced site
- heavily treed
- powerline bisects site

SITE DATA

- 40 gross acres
- 1/2 mile of internal road
- net developable land = 13 acres
- availability of 8 lots (between 1 and 2 acres in size)

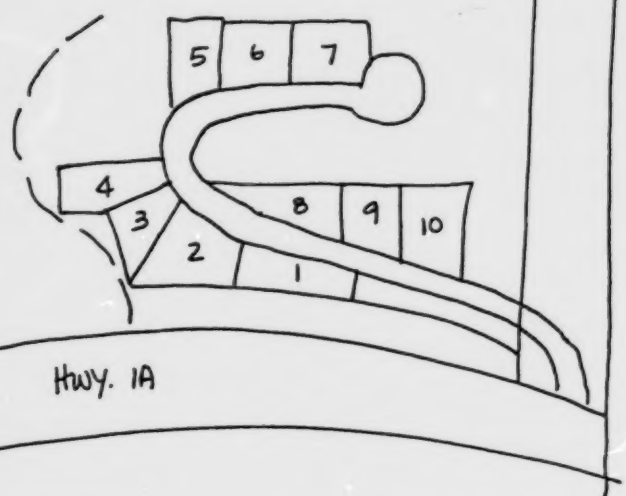
SITE 4 ROCKWOOL
PTN. SW 20-24-09-W/5

FIGURE 9.2.4

SITE DESCRIPTION

The old Rockwool site located on the north side of the highway at Gap Lake. Site is leased to a private individual. Building has not yet been removed. Access is through Baymag lease on the east side. Front of lot is fenced but not screened.

DEVELOPMENT CONCEPT




ADVANTAGES

- already designated Rural Industrial
- already fenced
- most of site already cleared

DISADVANTAGES

- leased to individual until 1996
- power pole interference
- would probably require upgrading of access
- site is steep at rear

SITE DATA

- 30 gross acres
- 1/4 mile internal road
- net developable land = 13 acres
- availability of 10 lots (between 1/2 and 1 acre in size)

### 9.2.5 Site 5 - Exshaw

The Municipality bought approximately 40 acres of land south of the highway. Although not officially included within the Exshaw hamlet boundaries the land has been utilized for the Exshaw sewage lagoon and the balance has been "slated" for recreation. The site is well separated from the residential areas of Exshaw and Lac des Arcs and is well screened from the highway by mature vegetation and the rail line. There are approximately 25 acres of land to the east of the sewage lagoon, of which roughly 15 acres is predominantly flat and partially cleared, that would be suitable for a rural industrial park. The access road is via the local road from the highway to South Exshaw across Canyon Creek. The creek crossing is not a bridge but rather a built-up "weir" with large culverts. This will probably require upgrading, especially widening. Some earthwork will be required. The Health Unit will establish development setbacks from the sewage lagoon. Since subdivision is not being proposed, the setbacks specified in the Subdivision Regulation will not be applicable.

### 9.2.6 Site 6 - Industrial Landfill

The I.D. bought 40 acres of land east of Exshaw to provide for a sanitary landfill site for the Hamlet of Exshaw and an industrial landfill site for the industries in the Corridor. The parcel is bounded by Kananaskis Guest Ranch lease and Steele Brothers' lease, and uses a licence of occupation road to access from the highway. It is the only site that may not require an Area Structure Plan by the Department of Transportation, although access improvements at the highway and widening of the access road may be required. There are three potential locations on this site.

(i) The industrial landfill site itself is being used by the major industries in the Corridor. As it is reclaimed it may be an ideal site for an industrial park. However, the time

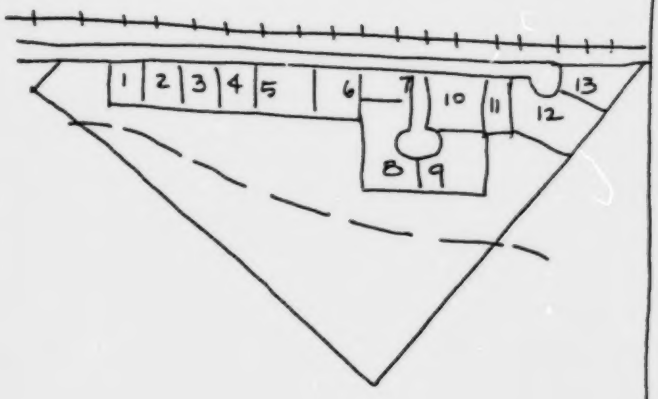
SITE 5 EXSHAW SEWAGE LAGOON
PTN. NE 23-24-09-W/5

FIGURE 9.2.5

## SITE DESCRIPTION

The municipality owns approximately 40 acres of land east of the Exshaw Sewage Lagoon. The parcel is south of the highway and south of the railway tracks. The site is partially cleared. The site is screened from all nearby residential uses and access is already constructed.

## DEVELOPMENT CONCEPT




## ADVANTAGES

- municipality already recognized site is suitable
- municipality owns land
- well screened
- community attitude is good
- access off highway already constructed

## DISADVANTAGES

- site only partially cleared
- stream requires setbacks
- access across Canyon Creek may need upgrading

## SITE DATA

- 40 gross acres
- 1/2 mile of internal road
- net developable land = 22 acres
- availability of 13 lots (between [illegible] in size)

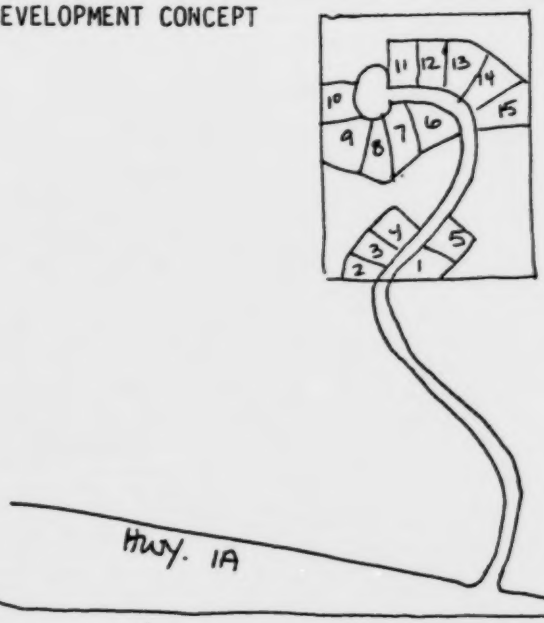
FIGURE 9.2.6

SITE 6 INDUSTRIAL LANDFILL
PTN. SE 36-24-09-W/5

SITE DESCRIPTION

The municipality owns 40 acres of land which is presently being used for an industrial landfill site and the Exshaw Sanitary Landfill Site. Highway access and access road exist but both would require upgrading. There is relatively flat land available, minimal tree removal, but site is the furthest from the Town and won't be available for at least 10 years.

DEVELOPMENT CONCEPT




ADVANTAGES

- requires little site clearing
- access already constructed
- no conflicting land uses

DISADVANTAGES

- furthest site from Town
- not available to develop for minimum of 10 years
- good sand deposits under one part of site

SITE DATA

- 40 gross acres
- 3/4 mile internal road
- net available land = 25 acres
- availability of 15 lots (between 1 and 2 acres in size)

frame for this is 10 to 15 years; too long for the current demand to wait.

(ii) The Exshaw local sanitary landfill site is also still being utilized. As it is reclaimed it may be appropriate for the park but this again is many years in the future.

(iii) There is some land along the access road, before the two landfill sites (possibly a total of ten acres) that is relatively flat, has no water problems and has only sparse vegetation that could be utilized. However, there are valuable deposits of sand and gravel here that may be required in the next few years.

The site is farthest from Canmore and the hamlets of Exshaw and Dead Man's Flats.

## 9.3 ASSUMPTIONS ON THE LEVEL OF DEVELOPMENT

To be able to calculate development costs for each of the potential sites, a certain level of development and municipal responsibility was assumed. This was necessary to allow the development costs for the sites to be compared to each other. Should the Council wish to add or delete from the list of costs, then the totals illustrated on Figure 11.3 would no longer be appropriate. The assumptions were generated to provide a dry industrial park, primarily for storage type uses. The overriding assumption is that the municipality wants to develop such an industrial park and is willing to approve spending for the development of a site that will attract tenants. Additional general assumptions are that: 1) the Municipality will not purchase land to develop the park; 2) there will be no subdivision or sale of "lots"; and 3) the Municipality, other than some local advertising, will not promote or market the park. The assumptions are as follows:

Assumption 1:

The preferred location was a location along the 1A Highway, within one half mile of the highway. Some improvements will be required to access the park from the highway. This may require a culvert and crossing, improvement of acceleration and deceleration lanes and construction of an access road, up to one-half mile long. All of this would be done at the expense of the municipality. Alberta Transportation will provide the standard and cost estimates.

Assumption 2:

The site perimeter will have to be surveyed and the road allowances staked. The four corners of each "lot" will be pegged for easy identification.

Assumption 3:

At a cost to the municipality, electricity, and telephone will be installed to the perimeter of the park. Individual hook-ups will be at the cost of the tenant. Power installation will include street lighting with no additional installation charge and a monthly charge of $18.00 per light per month.

Assumption 4:

The municipality will install at least one identification sign at the entrance to the park, and on each "lot" place a small sign (one foot square) indicating the "lot" number. The identification sign is estimated to cost $300. Should the access road be longer than 100 feet, a second identification sign will be required at the entrance to the park.

Assumption 5:

All sites selected minimize environmental impact by lot design sensitive to the terrain and setbacks from water courses.

Assumption 6:

The municipality will screen the perimeter of the site from the highway and adjacent non-industrial uses. This will take the form of planting and the retention, where possible, of existing mature vegetation. New vegetation will be eight-foot coniferous trees (approximately $300 per tree) planted ten feet apart where required.

Assumption 7:

If the municipality does not already own the land required for the recommended site, the municipality will gain control of the land preferably through a 21-year miscellaneous lease with first option to renew from Alberta Public Lands.

Assumption 8:

The municipality will construct an internal road system with a 100-foot right-of-way, and a 40-foot graded top, gravelled to withstand heavy loads. The road will have a minimum turning radius at all corners of 40 feet. The internal road system will be basic and supply access to each "lot", but will not include culverts and crossings to the individual sites.

Assumption 9:

No security guard or special patrol will be provided. Individual tenants may fence their own "lots" and may have their own on-site security measures. The RCMP will be requested to include patrol of this park in their general highway patrol.

Assumption 10:

Administration will be done by existing office staff with leases being issued to each tenant for a specific "lot", generally for a one-year term with first option to renew and a 60-day clause to vacate the site if the tenant breaks the conditions of the lease agreement. Rental fees will be collected for the year at the time the lease is signed, and at the time of renewal.

Assumption 11:

The municipality will conduct basic site preparation in terms of grading a portion of each "lot" to ensure a minimum building site or flat/cleared storage area of one acre per "lot". Any requirements the tenant may have beyond this will be the responsibility of the tenant.

## 9.4 NONCOST FACTORS

There are 16 individual factors considered for this analysis. The list of criteria was derived from three sources: 1) a review of the literature available which had surveyed major corporations in Canada and the United States and asked what locational criteria were used for plant location decisions; 2) interviews with the local businessmen to see what criteria are important to them; and 3) conversations with local residents during which we discussed how to minimize the impact of a new industry on adjacent residential and recreational uses as well as their general attitude towards industry in the valley.

Figure 9.3 lists the 16 factors and how the optimum achievement of that factor is defined. It illustrates how the points system is scored by outlining the level of achievement of the factor. Several of the sites, because they are all located in the same corridor, score the same number of points on many of the factors. Several of the sites have a great many similarities. However, the final score sheet illustrates that the sites also had several

FIGURE 9.3
RURAL INDUSTRIAL PARK ALTERNATIVE LOCATION ANALYSIS
VALUATION OF NON-COST FACTORS

| Factor | Definition | Points | Description |
|---|---|---|---|
| 1. Access to Transportation Facilities. | Fast, easy and convenient access to good transportation facilities: road, rail and air. | 0 | No access is available. |
| | | 1 | Access is available but not direct. |
| | | 2 | Direct access is available with large capital investment for improvements. |
| | | 5 | Good direct access is readily available. |
| 2. Proximity to Labour Supply. | Proximity to labour with appropriate skills. | 0 | No labour supply. |
| | | 1 | No suitable labour supply available but existing supply is easily trained. |
| | | 2 | Some suitable labour supply available and some easily trained labour. |
| | | 3 | Majority of available labour supply is suitable. |
| | | 5 | All available labour supply is trained. |
| 3. Proximity to Raw Materials. | Rural industries do not include manufacturing but do include the processing of raw materials. Because of their bulk, long transportation hauls are not appropriate. | 0 | Raw materials inaccessible due to distance. |
| | | 1 | All sources relatively far. |
| | | 2 | Many sources relatively far. |
| | | 3 | Some sources close, some far: fairly even distribution. |
| | | 4 | Majority of sources close to site. |
| | | 5 | Distances to all sources is minimized. |
| 4. Proximity to Markets. | The speed with which orders can be received and filled. Potential markets are Cochrane, Canmore, Calgary, the large industries in the Corridor, the recreational uses in the Corridor and the rural area at large. | 0 | Very inaccessible to all markets. |
| | | 1 | All markets relatively far from site. |
| | | 2 | Many markets relatively far from site. |
| | | 3 | Some markets close, while others are far. |
| | | 4 | Majority of markets all relatively close to site. |
| | | 5 | Distances to markets are minimized. |
| 5. Proximity to Waste Disposal. | Garbage disposal for an industrial park is critical, primarily for sanitary landfill sites, some sanitary sewage disposal and possibly hazardous wastes. | 0 | Very inaccessible to dump site. |
| | | 1 | Dump site relatively far. |
| | | 5 | Distance to dump minimized. |

FIGURE 9.3 (Continued)

| Factor | Definition | Points | Description |
|---|---|---|---|
| 6. Fire Protection. | Adequate facilities are available for protecting plant and employees against the hazard of fire. | 0 | No fire protection facilities or fighting equipment and many fire hazards. |
| | | 1 | Few fire protection facilities but no extreme hazards. |
| | | 2 | Fire hazards present but excellent fire protection facilities. |
| | | 5 | Excellent fire protection facilities and an absence of fire hazards. |
| 7. Community Environment. | This factor considers the availability of community services in determining the quality of life available to potential employees and their families. This would include: churches and religious facilities, recreation opportunities, medical facilities and educational facilities in a growing economy. | 0 | No services and no intention of providing any in future. |
| | | 1 | Some services available of poor quality in a growing community. |
| | | 2 | Some services available of moderate quality in a growing community. |
| | | 3 | Some services available with some of moderate quality and some of excellent quality in a growing community. |
| | | 5 | A full range of excellent services in a growing community. |
| 8. Housing. | Availability of a wide variety of housing sizes and types at a variety of prices in a desirable location. | 0 | No available housing at any price. |
| | | 1 | Largely unavailable and of poor quality. |
| | | 2 | Some lots available for construction. |
| | | 3 | Available but poor quality and excessive prices. |
| | | 4 | Available, of acceptable quality, in limited types at acceptable prices. |
| | | 5 | Excellent quality, in a wide range of types at reasonable prices. |
| 9. Community Attitude. | The community is willing to accept industry as part of the community; municipal officials should be receptive and helpful; the general attitude should not be parasitic. | 0 | Hostile, bitter and unco-operative. |
| | | 1 | Parasitic in nature. |
| | | 2 | Unco-operative. |
| | | 3 | Co-operative. |
| | | 5 | Friendly and co-operative. |
| 10. Local Plans and By-laws. | Existing plans and by-laws do not prevent industry and do not impose undue costs. | 0 | Prohibit new industrial development. |
| | | 1 | Very restrictive and burdensome. |
| | | 2 | Enforced biasedly. |
| | | 3 | Regulated with discretion. |
| | | 4 | Regulated with discretion and not overly burdensome in nature. |
| | | 5 | Nonexistent or non-burdensome. |

FIGURE 9.3 (continued)

| Factor | Definition | Points | Description |
|---|---|---|---|
| 11. Demand for Rural Industrial land. | A demand is identified to make development of the park feasible and potentially profitable. | 0 | Nonexistent. |
| | | 1 | Very low interest only exhibited after soliciting the park. |
| | | 2 | Some voluntary interest and some after soliciting. |
| | | 3 | A large group of interested potential tenants. |
| | | 5 | A large group of interested potential tenants and a great deal of interest after soliciting the park. |
| 12. Local Taxes. | Local tax policy should favour industrial development. | 0 | High taxes, no incentives. |
| | | 1 | Moderate taxes. |
| | | 2 | Low taxes. |
| | | 3 | High taxes with incentives. |
| | | 4 | Moderate taxes with incentives. |
| | | 5 | Low taxes with incentives. |
| 13. Adequate Amount of Suitable Land. | An adequate amount of suitable land, free from foundation and drainage problems with a sufficient reserve for future growth. | 0 | Less than 80 acres with some development constraints. |
| | | 1 | Between 80 and 160 acres with some development constraints. |
| | | 2 | Less than 80 acres with no development constraints. |
| | | 5 | Over 80 acres with no development constraints. |
| 14. Adequate and Reliable Supply of Utilities. | An adequate and reliable supply of utilities: water, power, fuel, and telephone. | 0 | Utilities unavailable. |
| | | 1 | Some utilities available. |
| | | 2 | Utilities available but at great expense to the tenant. |
| | | 5 | Utilities available at reasonable prices. |
| 15. Adjacent Land Uses. | Protection from encroachment of residential or other land uses. | 0 | Located adjacent to a growing residential area. |
| | | 1 | Located in the general area with other nonindustrial land uses. |
| | | 2 | Adjacent to other industrial uses. |
| | | 5 | Located far enough from any other land use to allow for growth and minimize conflicts. |
| 16. Microclimate. | Location so as to minimize obnoxious external effects on neighbouring nonindustrial land uses. | 0 | Located such that it is upwind of a large residential development very near to the site. |
| | | 1 | Located such that it is upwind of nonindustrial area very near to the site. |
| | | 2 | Located such that it is upwind of a residential area at great distance from the site. |
| | | 5 | Located such that it is downwind of any close nonindustrial development. |

FIGURE 9.3 (Continued)
SCORING SHEET FOR NON-COST FACTORS

| Factor | Burnco Pit Site 1 | Old Camp Site 2 | Bow Corridor Site 3 | Rockwool Site 4 | Exshaw Site 5 | Industrial Landfill Site 6 |
|---|---|---|---|---|---|---|
| 1. Access to Transportation Facilities | 5 | 2 | 2 | 2 | 2 | 1 |
| 2. Proximity to Labour Supply | 3 | 3 | 3 | 2 | 3 | 2 |
| 3. Proximity to Raw Materials | 4 | 4 | 4 | 3 | 3 | 2 |
| 4. Proximity to Markets | 3 | 3 | 3 | 3 | 3 | 1 |
| 5. Proximity to Waste Disposal | 1 | 1 | 1 | 1 | 5 | 5 |
| 6. Fire Protection | 5 | 5 | 5 | 5 | 5 | 5 |
| 7. Community Environment | 0 | 0 | 0 | 1 | 2 | 0 |
| 8. Housing | 0 | 0 | 0 | 1 | 2 | 0 |
| 9. Community Attitude | 2 | 2 | 2 | 5 | 5 | 5 |
| 10. Local Plans and By-laws | 1 | 1 | 1 | 3 | 3 | 3 |
| 11. Demand for Rural Industrial Land | 2 | 2 | 2 | 2 | 2 | 2 |
| 12. Local Taxes | 1 | 1 | 1 | 1 | 1 | 1 |
| 13. Adequate Amount of Suitable Land | 1 | 0 | 0 | 0 | 1 | 0 |
| 14. Adequate and Reliable Supply of Utilities | 1 | 1 | 1 | 1 | 5 | 1 |
| 15. Adjacent Land Uses | 5 | 1 | 2 | 1 | 2 | 5 |
| 16. Microclimate | 5 | 5 | 5 | 2 | 1 | 5 |
| TOTAL POINTS | 40 | 32 | 33 | 33 | 45 | 38 |
| RANKING | 2 | 6 | 4 | 4 | 1 | 3 |

SOURCE: Adopted from Site Planning Standards, by Joseph de Chiara and Lee E. Koppelman; Industrial Site Selection, Noncost Factor Evaluation.

differences which can be quantified. The sites are then given a rank order which will be used in the final site evaluation.

Although costs cannot generally be attributed to these factors, it does not make them less important. In fact, the literature review showed that some major corporations, once narrowing down a potential site to three or four possibilities, have decided on a new plant location strictly by where the new plant manager wants to live and send his children to school.

## 9.5 COST FACTOR ANALYSIS

A list of capital costs was developed, based on the mandatory services indicated in the questionnaire responses (summarized in Section 8.1) and the assumptions on the required level of development outlined in Section 9.3. Even though the survey results did not clearly indicate security lighting was a mandatory service, TransAlta Utilities has indicated that this would be installed at no extra charge with the installation of the power line. The cost estimates were derived from the various utility companies, experts in the field and recent examples of similar developments.

Costs were calculated for each category for each site. It must be recognized that these are rough estimates for comparison purposes only and actual construction/installation costs may vary. Once a total capital cost for developing each site was tabulated, the sites were ranked from 1 to 6 with the first ranked site having the fewest capital costs associated with it.

Figure 9.4 illustrates the capital costs for each site as well as an indication of the estimated average cost of operating the park on an annual basis (described in Section 9.6). Projected revenues were not calculated at this point.

The following is a summary of how the costs were derived for each category:

(a) Constructing Highway Access

The figures used are rough estimates calculated from recent highway access construction elsewhere in the region. These prices do not include construction of turning lanes or acceleration or deceleration lanes as there does not appear to be a precedent for this type of highway development along the 1A Highway. A figure of $20,000 is allocated if the access must be built and $10,000 if the existing access is to be upgraded. All of the sites have relatively easy access from the highway.

(b) Surveying and Staking of Lots

Mr. S. Loeppky, a well known and experienced surveyor in the Calgary area, provided "ball-park" figures for surveying and staking of $320 per lot for an untreed site and $440 for a treed site. Each site was assessed on the estimated number of "lots" and the percentage tree coverage.

(c) Electrical Power

Mr. Gayland Neville of TransAlta Utilities provided "ball park" figures for the installation of power to each of the sites. Costs varied depending on the site and its proximity to existing power lines. The cost estimates provided for Sites 1, 2, 3 and 6 are for single phase power only. Sites 4 and 5 include three phase power. This cost includes installation throughout the park, along the internal road and would include the installation of street lighting. There would then be a monthly charge of $18.00 per street-light to the municipality.

(d) Telephone

The telephone installation costs were not available from Alberta Government Telephone at the time of printing this

report. It is not anticipated that they will alter the final rank order of the sites or the final recommendation.

(e) Signs

As outlined in the assumptions in Section 11.3, the rural industrial park would require a large identification sign near the highway (estimated cost $300) and if the access road is longer than 100 feet, a second sign at the entrance to the park would be required (an additional $300). Also, each "lot" would require a small identification sign ($25 each).

(f) Screening

Also indicated in the assumptions in Section 11.3 was the amount and cost of screening: 8-foot coniferous trees planted approximately 10 feet apart at a cost of approximately $300 per tree. Mr. Gord Koch of Palliser Environs provided the cost estimate and suggested the addition of berming but this was not included in these costs. The highway frontage of each site requiring screening was calculated in linear feet which was then translated into the number of trees.

(g) Internal Road Construction

Rough estimates of constructing a new road over basically stable, flat terrain with a 40-foot graded gravelled top with compaction, are approximately $25,000 per mile. Cost estimates for upgrading an existing gravel road are approximately $10,000 per mile. The length of road construction and upgrading was calculated for each site and these costs were applied. None of the sites being analysed required any bridging.

(h) Site Preparation

The site preparation involves site grading and tree clearing where necessary. The tree clearing does not imply a total "flattening" of the entire site, but rather ensuring a building/storage area on each "lot", maintaining trees around the perimeter of the "lot" where possible. A tenant may clear more trees if the space is required with the permission of the Municipality or the industrial park manager.

## 9.6 ADMINISTRATION

Because there does not appear to be demand for a large rural industrial park, the administration of the site, should Council decide to go ahead with it, does not appear to be onerous. The task could easily be assumed by existing staff. This would also allow for staff to be completely informed about the activities proposed for the industrial park. Another option would be to employ a management company or realty company to lease the lots. This way, for an annual fee or as a percentage of the lease fees collected the administration of the park is totally separate from the administration of the municipality.

For the purpose of establishing administration costs, this report assumes that the municipality will maintain all responsibility for administration. There would be some initial costs in setting up the park including having a lawyer draw up the basic or standard lease (estimated cost of $2,000) and some newspaper advertising promoting the new park and available lots (estimated $1,500). These are considered administrative start-up costs and are indluced in Figure 9.4 as a capital cost. The legal cost estimates were provided by Mr. Bert Hildebrand, a Barrister with Pomerance and Co., a firm specializing in leasing, property management and planning.

There are administrative costs associated with arranging each new lease and lease renewals. It is estimated the cost to the municipality for each new lease would be approximately $500. Costs for renewals would be significantly less, approximately $100. These costs are primarily staff time for typing, meeting with lessee, collection of fees, billing/receipts and banking. The cost annually then depends on the number of lots being leased for the first time and as a renewaal.

There are also operating costs for the park, which although not purely administrative, are required to administer the park. These costs would include road maintenance (grading, gravelling and snow ploughing for example) and electricity costs for security lighting. These costs are outlined in Figure 9.5. It is not anticipated that the road would require grading and gravelling more than once a year and snow ploughing possibly three times.

Should the municipality proceed with the development of a rural industrial park on public land, they would obtain a miscellaneous lease for up to 25 years. A municipality has a preferential opportunity to lease Crown land over a private citizen. Mr. Greg McAndrews of the Department of Forestry Lands and Wildlife provided the lease information. The lease charge is based on 5% of the appraised value of the land for intensively used areas and 2% of the appraised value for non-intensive areas. The appraised value being presently used by the Department along the Highway 1A Corridor is $1,800 per acre. These costs are illustrated in Figure 9.4.

## 10.0 RECOMMENDATIONS

The recommendations fall into two categories. The first is whether or not the municipality should consider developing a rural industrial park at all. Will the project be feasible? Are the community attitudes supportive and is there any sense of urgency to develop such a park?

FIGURE 9.4
SUMMARY OF DEVELOPMENT COSTS
FOR
POTENTIAL RURAL INDUSTRIAL PARK SITES

| Items of Capital Cost | Site 1 (25 lots) | Site 2 (8 lots) | Site 3 (8 lots) | Site 4 (10 lots) | Site 5 (13 lots) | Site 6 (15 lots) |
|---|---|---|---|---|---|---|
| 1. Constructing Highway Access | N/R | 20,000 | 20,000 | 10,000 | N/R | 10,000 |
| 2. Surveying and Staking of Lots | 8,000 | 3,040 | 3,040 | 3,200 | 5,000 | 4,800 |
| 3. Electrical Power | 40,000 | 60,000 | 25,000 | - | 1,000 | 3,000 |
| 4. Telephone | N/A | N/A | N/A | N/A | N/A | N/A |
| 5. Signs | 925 | 500 | 500 | 500 | 925 | 975 |
| 6. Screening | 6,000 | 3,000 | 5,400 | 3,000 | N/R | N/R |
| 7. Internal Road Construction | 18,750 | 12,500 | 6,250 | 6,250 | 12,500 | 18,750 |
| 8. Site Preparation | 2,500 | 10,000 | 10,000 | 2,500 | 8,000 | 2,500 |
| 9. Administrative Start-up Costs | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| TOTAL | 79,675 | 112,540 | 73,690 | 28,950 | 30,925 | 43,525 |
| RANKING | 5 | 6 | 4 | 1 | 2 | 3 |
| CAPITAL COST PER LOT | 3,187 | 14,067 | 9,211 | 2,895 | 2,378 | 2,901 |
| OPERATING COST PER AVERAGE YEAR* | 17,754 | 7,704 | 9,216 | 8,556 | 9,708 | 11,604 |

* For a breakdown of operating costs, see Figure 9.5.

FIGURE 9.5
AVERAGE ANNUAL OPERATING COSTS

| Site | Characteristics | Provincial Lease | Individual Leases[1] | Power[2] | Road Maintenance[3] | Snow Ploughing[4] | Total |
|---|---|---|---|---|---|---|---|
| 1. Burnco Pit | 25 lots, 3/4 mile road | $3,150 | $7,500 | 19 x 216 = $4,104 | $1,500 | $1,500 | $17,754 |
| 2. Old Camp | 8 lots, 1/4 mile road | 1,008 | 2,400 | 6 x 216 = $1,296 | 1,500 | 1,500 | 7,704 |
| 3. Bow Corridor | 8 lots, 1/2 mile road | 1,008 | 2,400 | 13 x 216 = $2,808 | 1,500 | 1,500 | 9,216 |
| 4. Rockwool | 10 lots, 1/4 mile road | 1,260 | 3,000 | 6 x 216 = $1,296 | 1,500 | 1,500 | 8,556 |
| 5. Exshaw Sewage Lagoon | 13 lots, 1/2 mile road | N/R | 3,900 | 13 x 216 = $2,808 | 1,500 | 1,500 | 9,708 |
| 6. Industrial Landfill | 15 lots, 3/4 mile road | N/R | 4,500 | 19 x 216 = $4,104 | 1,500 | 1,500 | 11,604 |

1 Calculated on 50% occupancy. Of that, 50% are new leases @ $500 and 50% are renewals @ $100.

2. Calculated on $216/year/streetlight ($18/month) and one streetlight approximately every 200 feet.

3. Calculated on a flat rate for any of the six sites (under a mile in road) in the Corridor to include grading and some maintenance.

4. Calculated on a flat rate for any of the six sites for several "ploughs" in a winter season.

The second category of recommendations deals with the preferred site for the rural industrial park should the municipality decide to proceed. The determination of which site should be developed looked at costs, both social and financial to the municipality and the community. This section includes the recommendations based on these findings.

## 10.1 FEASIBILITY

From our analysis, there does appear to be a demand for a small rural industrial park with limited services. The municipality should minimize capital investment while achieving a level of development that will attract tenants. We want to stress, however, that demand is a very difficult factor to predict with absolute certainty, and Council should be aware of this. There are no absolute guarantees that the demand for the park will actually materialize.

The recommendation is that the municipality should consider the development of a rural industrial park with minimal servicing to serve the needs of the Bow Corridor. This "minimal servicing" would include basic grading and site clearing, construction of a gravel surfaced internal road and the installation of electrical power and telephone.

The survey of industries indicated a range of rental rates based on what the respondent was paying now, what services were felt to be mandatory and what would be provided, and what rates were considered to be fair. This range was from $65 to $600 per month per acre. Most of the respondents provided prices in the lower end of this range. Since most of the potential tenants are small operators, the recommendation is that the rental charge per acre, per month, not exceed $150. In order to assist in pinpointing the demand for these "lots" more precisely, Council might consider pre-leasing the sites prior to large capital outlays.

It appears "lots" of approximately one acre would be the most feasible. Most prospective tenants desire a long-term lease. A long-term lease provides the stability to allow the tenant to make the necessary site improvements.

## 10.2 PREFERRED SITE

The ranking of cost and noncost factors were very close between some of the sites. The Rockwool site ranks very favourably (ranked first in the cost factor analysis). However, the site is already leased to a private individual. Should the municipality wish to develop this site, the capital costs would probably increase drastically as the lease would have to be purchased from the present lessee.

The industrial landfill site also ranked favourably in several categories. The major drawbacks to this site are the distance from Canmore and the fact that the site is not available for development for a minimum of ten years.

The recommendation of this report is to examine the Exshaw sewage lagoon site for the rural industrial park. Should the Municipality want to consider the Exshaw site as an interim site, the recommendation would be to consider the industrial landfill site as the long-term location.

The best site for immediate develpment as a rural industrial park is Site 5, located east of the Exshaw sewage lagoon. Figure 9.3 illustrated that this site scored highest with the non-cost factors. This site is fairly central in the Bow Corridor, has good highway access and an adequate labour supply. It is close to waste disposal areas, markets, fire protection and raw materials. The site is close enough to a viable growing community that it can provide services to employees and yet is far enough away from the residential districts that it is screened and separated and will not create a land use conflict.

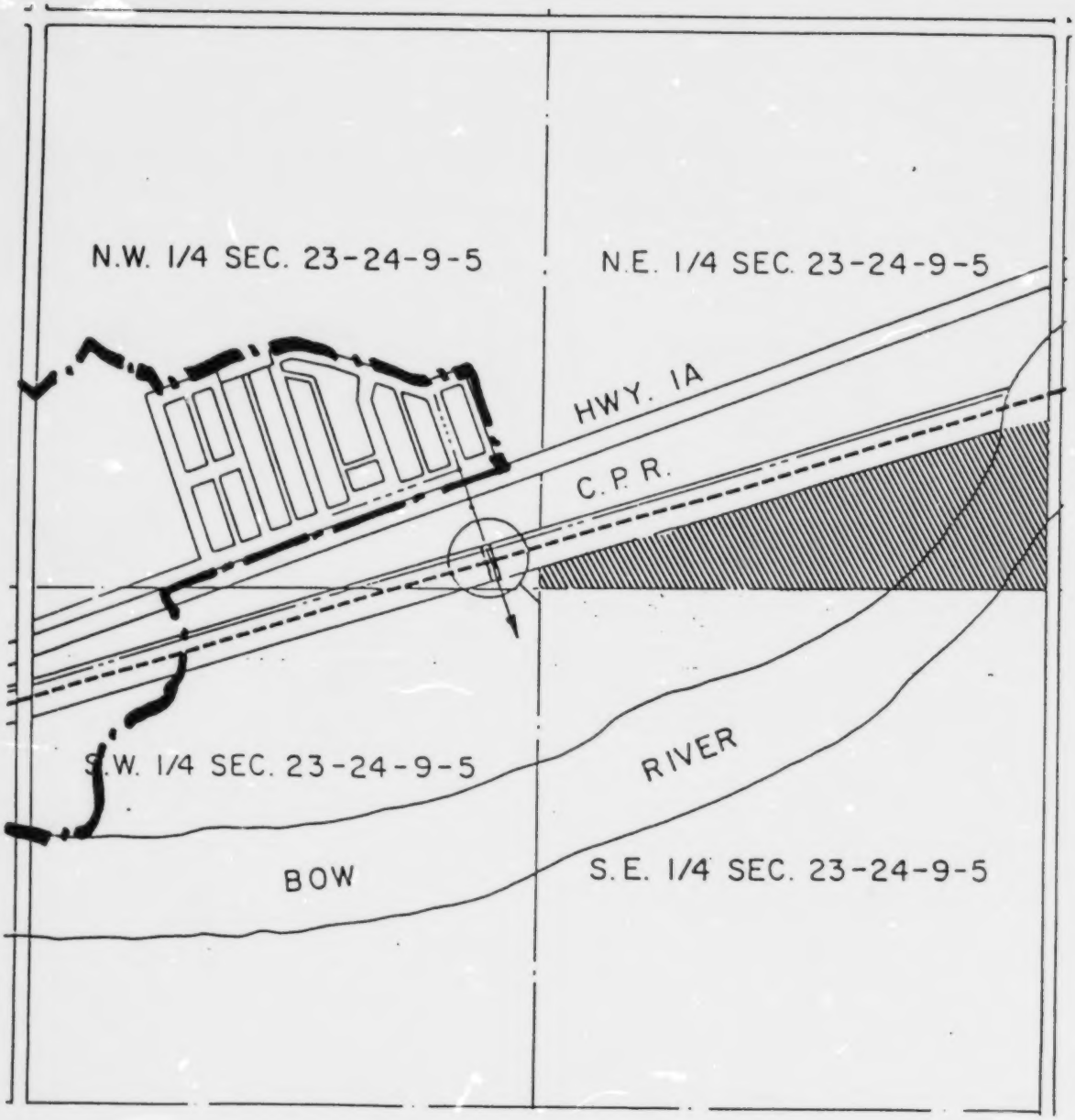
FIGURE 10.1

EVALUATION OF COST AND NON-COST
DEVELOPMENT FACTORS FOR THE POTENTIAL
RURAL INDUSTRIAL PARK SITES

| Site | Non-Cost Ranking Score | Cost Ranking Score | Final Ranking Score |
|---|---|---|---|
| 1. Burnco Pit | 2 | 5 | (7) 4 |
| 2. Old Camp | 6 | 6 | (12) 6 |
| 3. Bow Valley | 4 | 4 | (8) 5 |
| 4. Rockwool | 4 | 1 | (5) 2 |
| 5. Exshaw Lagoon | 1 | 2 | (3) 1 |
| 6. Industrial Land | 3 | 3 | (6) 3 |

FIGURE 10:2

LOCATION OF THE PREFERRED RURAL
INDUSTRIAL PARK SITE ADJACENT TO THE HAMLET OF EXSHAW

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KEY

HAMLET BOUNDARY

PROPOSED SITE

When considering the capital cost comparisons between the six potential sites, the Exshaw sewage lagoon site is ranked second (Figure 9.4). Although it has the longest access road, it is already partially developed. Highway access is already constructed, screening is provided by natural mature vegetation and the municipality has already recognized the appropriateness of this area for rural industrial uses by leasing out a small portion to a local ratepayer. Surveying should not be a difficult process because benchmarks will be easy to find near the recently constructed sewage lagoon. The land is owned by the Municipality which eliminates lease payments to the Province.

The annual operating costs will be one of the lowest of the sites considered primarily because the I.D. owns the land and has no lease or land carrying charges. In terms of annual revenue, there are 13 lots, totalling almost 19 acres of leasable industrial land. If a low occupancy rate of 50% is assumed, at a rental rate of $150 per acre per month, or $1,800 per year per acre, the revenues would be approximately $17,100 per year (19 ÷ 2 X 1,800). This would cover the operating costs and contribute to the municipal coffers.

In summary, Figure 10.1 illustrates that the Exshaw sewage lagoon site achieved the highest final ranking score of the cost and noncost factors as well as achieving the lowest cost per lot ratio.

Figures 10.2, 10.3 and 10.4 illustrate the location of the site, the extent of the developability of the site and a possible site design. The land is not located within the existing hamlet boundary and does not have to be for administrative purposes. The land is separated from the existing residential areas; to the north by the CPR rail line and Highway 1A; and to the west by the sewage lagoon and Canyon Creek.

The parcel of land in municipal ownership covers roughly 40 acres. The westerly portion will be maintained as a setback from

the sewage lagoon. A strip of land (see Figure 10.3) a minimum of 100 feet in width will be established as an environmental reserve along the water course. The land south of the stream will be retained for general recreation. Approximately six acres will be utilized for internal roads. This leaves approximately 19 acres of land for rural industrial uses. Figure 10.4 illustrates a conceptual design for the park. This design creates 13 lots varying in size from 0.8 acres to 2.1 acres with a very simple internal road system. The design takes advantage of the flat and partially cleared land.

There are two development considerations that were not included in the analysis. This exclusion was primarily due to the agencies involved being unwilling to give definitive answers before a final decision to develop the site has been made by the Municipality.

The first consideration is the potential conflict with vehicles and the rail line. This is a safety consideration for two reasons; first, vehicles wanting to turn into the park from the highway, particularly those approaching from the east waiting to turn left, could create a hazard on the highway; and second, trains could block emergency and fire fighting vehicles from providing services to the park.

The second consideration is Alberta Environment may decide the current crossing of Canyon Creek is not adequate for the volumes and types of traffic using the access.

## 12.3 RECOMMENDED ACTION

Should the municipality decide to proceed with the development of the Exshaw sewage lagoon site there are several actions that should take place: some sequentially, some concurrently. Some of the more important steps are:

(a) Hire a surveyor to confirm parcel size, setback from stream (Fall 1987).

(b) Proceed with land use redesignation process and initiate discussions with utility companies and Alberta Transportation (Winter 1987).

(c) Contact legal advice to draw up basic lease agreement (Winter 1987/Spring 1988).

(d) Begin construction of roads, site preparation, installation of utilities (Spring/Summer 1988).

(e) Prepare signs and put ads in newspapers (Spring/Summer 1988).

(f) Lease "lots" (Summer 1988).

FIGURE 10.3

POTENTIAL DEVELOPABLE AREA OF THE EXSHAW SEWAGE LAGOON SITE

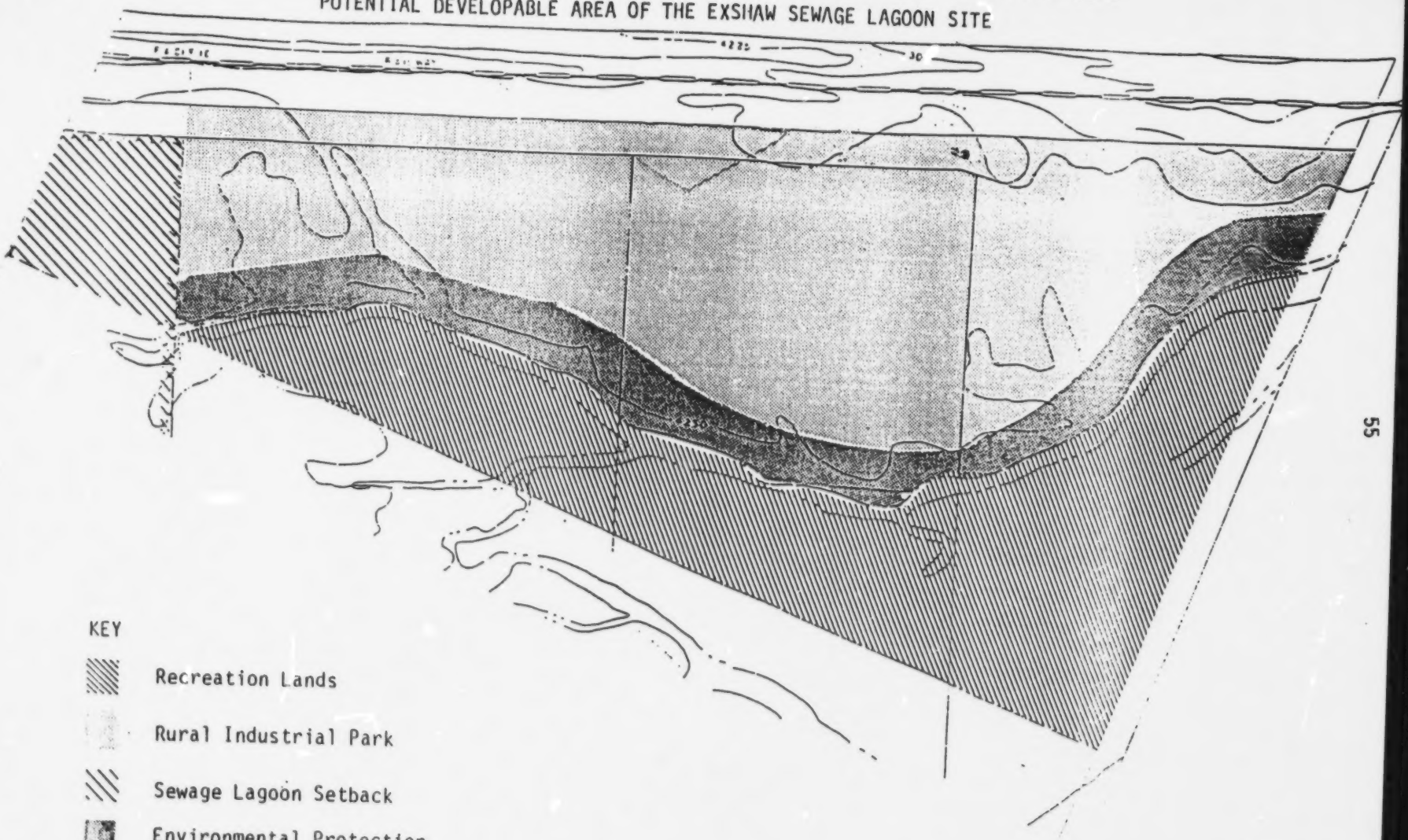
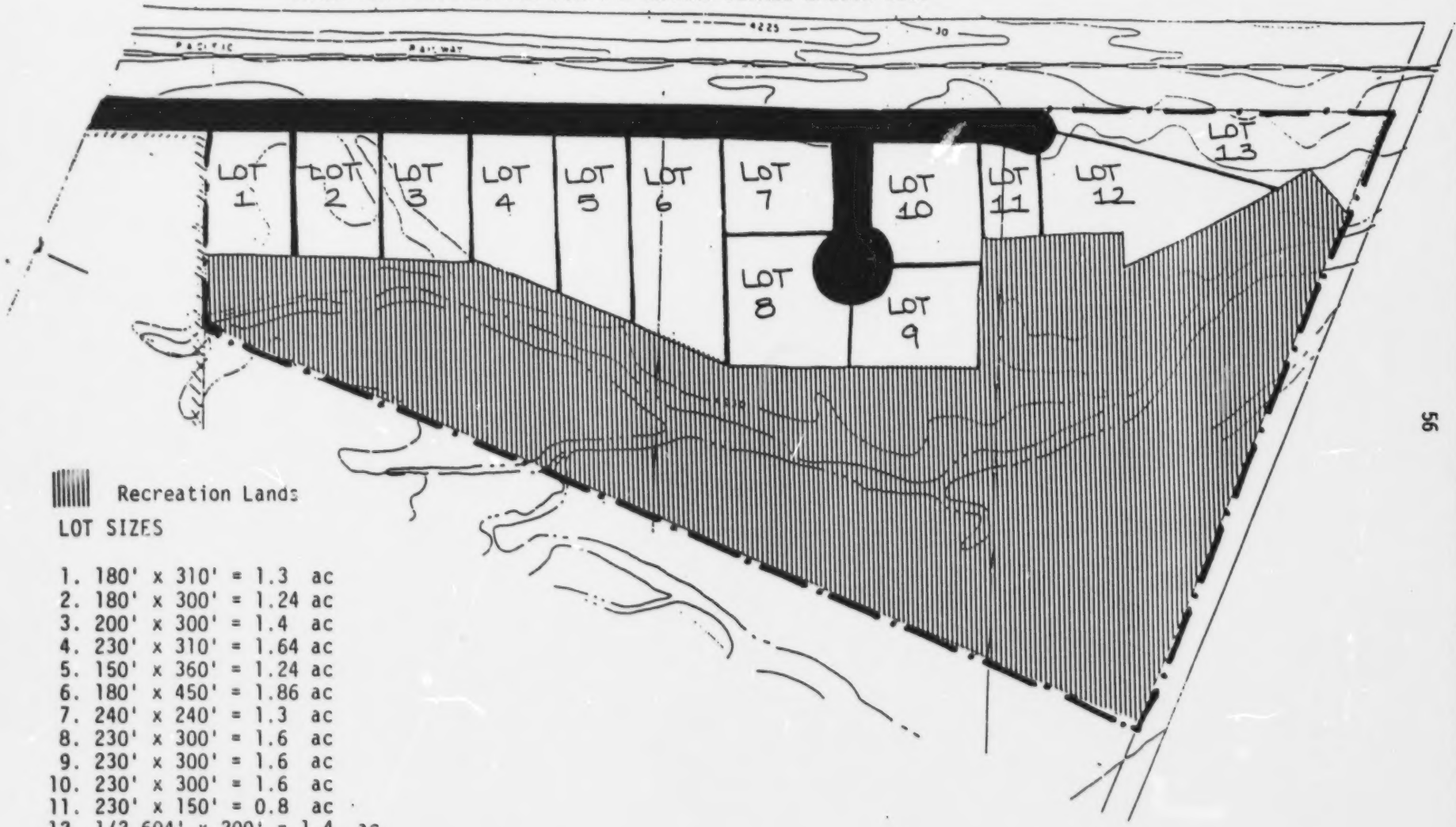


FIGURE 10.4

CONCEPTUAL SITE DESIGN FOR THE EXSHAW SEWAGE LAGOON SITE




Recreation Lands

LOT SIZES

1. 180' x 310' = 1.3 ac
2. 180' x 300' = 1.24 ac
3. 200' x 300' = 1.4 ac
4. 230' x 310' = 1.64 ac
5. 150' x 360' = 1.24 ac
6. 180' x 450' = 1.86 ac
7. 240' x 240' = 1.3 ac
8. 230' x 300' = 1.6 ac
9. 230' x 300' = 1.6 ac
10. 230' x 300' = 1.6 ac
11. 230' x 150' = 0.8 ac
12. 1/2 604' x 200' = 1.4 ac
13. 1/2 757' x 225' = 1.95 ac

# APPENDIX A

## SECTION 25.0.0 OF THE LAND USE ORDER NO. 1 RURAL INDUSTRIAL DISTRICT (R-IND) LAND USE RULES

## SECTION 25.0.0 RURAL INDUSTRIAL DISTRICT (R-IND) LAND USE RULES

25.1.0 PURPOSE AND INTENT

25.1.1 The purpose and intent of this district is to provide for rural industrial uses or either freehold parcels or lands leased from the Crown.

25.2.0 PERMITTED USES

25.2.1 None

25.3.0 DISCRETIONARY USES

25.3.1 Accessory Uses
25.3.2 Alfalfa Plants
25.3.3 Auto Wreckers and Scrap Metal Collection Centres
25.3.4 Bulk Agricultural Chemical Distribution Plants
25.3.5 Bulk Fertilizer Distribution Plants
25.3.6 Bulk Fuel Plants
25.3.7 Cement Plants
25.3.8 Extraction and Processing of Petroleum, Natural Gas, Coal and Other Mineral Deposits
25.3.9 Farm Implement Dealerships
25.3.10 Feed Mills
25.3.11 Greenhouses
25.3.12 Grain Elevators
25.3.13 Livestock Auction Marts
25.3.14 Logging and Forestry Operations
25.3.15 On Site Residential Accommodation reasonably necessary for the security of the primary operation
25.3.16 Petrochemical Industries
25.3.17 Petroleum Refineries
25.3.18 Public Uses
25.3.19 Ready Mix Concrete Plants and Yards
25.3.20 Rendering Plants
25.3.21 Retail Outlets for the goods produced or stored as part of the dominant use of the site
25.3.22 Sand and Gravel Operations
25.3.23 Servicing or Repair Operations reasonably incidental to the dominant use
25.3.24 Storage and Handling of Pipe, Drilling Equipment, Trucks, Recreation Vehicles, Construction Equipment and Bulk Building Materials

25.4.0 GENERAL LAND USE RULES

25.4.1 In addition to the general land use provisions contained in Section 11, the following provisions as contained within this section shall apply to every development in this district.

25.5.0 MINIMUM REQUIREMENTS

25.5.1 Area of Freehold Parcel or Leased Lot: 1.22 ha (3 ac.)

25.5.2 Setbacks

(a) Front yard: 30.48 m (100 ft.)

(b) Side yard: 6.09 m (20 ft.)

(c) Rear yard: 7.62 m (25 ft.)

(d) Where rear or side yard abuts a railway: no setback

(e) Where side yard abuts a residential district: 22.86 m (75 ft.)

(f) All buildings on parcels or lease lots not having direct access to a primary highway and abutting or adjacent to the primary highway shall have a setback of 15 m (49.21 ft.) from the highway Right-of-Way.

25.6.0 MAXIMUM UNITS

25.6.1 Site Coverage: 50% of gross parcel or leased lot area

25.6.2 Height: 13.72 m (45 ft.)

25.7.0 OTHER REQUIREMENTS

25.7.1 At the discretion of the municipal planning commission, more than one principal use may be permitted on each parcel or leased lot in this district.

25.7.2 A Crown Land lessee whose lease permits industrial uses as defined herein may sublease one or more lots provided that each lot meets the minimum leased lot area requirement.

25.8.0 PERFORMANCE STANDARDS

25.8.1 No operation or activity shall emit air and water contaminants in excess of the standards prescribed by the Province of Alberta pursuant to the Clean Air Act and the Clean Water Act and the regulations pertaining thereto.

25.8.2 The emission of toxic gases and other toxic substances is prohibited.

25.8.3 The onus of proving to the Development Officer's or Municipal Planning Commission's satisfaction that a proposed development complies at all times with these standards rests with the developer, the operator, or both, as the case may be.

25.8.4 The Development Officer or Municipal Planning Commission may prescribe or approve visual screening or a buffer area for uses which involve the outdoor storage of goods, machinery, vehicles, building materials, waste materials and other similar uses.

25.8.5 In considering the application, the Development Officer or Municipal Planning Commission shall have regard to the use of neighbouring lands and land use districts and the compatibility of the proposed use with neighbouring lands and land use districts and may refuse to permit a development on the basis of these considerations.

# APPENDIX B

## SECTION 6.0 OF THE I.D. OF BIGHORN NO. 8
## GENERAL MUNICIPAL PLAN
## FOR THE BOW CORRIDOR
## TECHNICAL SUPPLEMENT

## 6.0 RURAL INDUSTRIAL PARK

The location of an industrial park in the Corridor, east of the Town of Canmore, as outlined in Policy 6.2.1, is consistent with the intent of the Plan to maintain the role of natural resource extraction and other related industrial activities in the Bow Corridor. Since much of the present industry is focussed along Highway 1A, it is appropriate to further the use of this corridor for this role. A rural industrial park in this approximate location would provide a secondary service role to the primary resource extraction industry in the area. The site also has relative ease of access to the Town of Canmore. Final site selection however, will be made only after a more complete and detailed analysis of site size, development suitability, access and land availability has been undertaken.

One of the sites that will require more detailed analysis is located on the north side of, and adjacent to Highway 1A. The approximate size of the parcel is 32 ha (80 acres), covering an area presently under lease from Alberta Energy and Natural Resources to Alberta Rockwool Ltd. However, the company has gone into receivership and the leased area could potentially be transferred over to industrial park use. The opportunity for I.D.8 to lease the land itself, rather than purchase the rural industrial park site and in turn lease rather than sell the industrial lots should be explored.

As per Policy 6.2.2, the rural industrial park would be limited to storage uses and other non-labour intensive uses requiring relatively large areas of unserviced land at low cost. Guidelines as provided in the Calgary Regional Plan, under sections 1.6.18 and 4.8 are as follows. The Regional Plan identifies rural industrial uses as those:

- providing products or services directly related to the agricultural industry in rural districts
- natural resource extractive industries
- those industries requiring relatively large parcels of land with low labour requirements and needs for minimal on-site improvements.

Many rural industrial uses, choose to locate in a rural area as they often require large tracts of land and do not require the servicing usually provided in an urban industrial park.

Due to their nature, storage-related industries generally require more extensive areas of land than those uses which would locate on an urban industrial parcel. Storage or other extensive industrial land users seldom need or make use of the higher standard and full range of services offered in an urban industrial park. It is difficult to justify a fully serviced parcel of industrial land (in terms of cost and use of the services) when the industrial use is for mostly storage of materials or equipment.

The rural industrial park is intended to meet current needs expressed to the Improvement District, plus future needs not yet anticipated. The park is not intended to compete with the Town of Canmore's industrial park, which is fully serviced and allows for a variety of more labour intensive uses.

For the preferred site, Policy 6.2.4 indicates that the rural industrial park should be screened from Highway No. 1A by natural landforms and existing tree cover where possible. However, landscaping and fencing may be deemed appropriate. Access to Highway No. 1A should be restricted, with an internal service road, designed to accommodate truck or other vehicle use, providing direct access to individual lots. Some form of intersectional treatment would likely be required at the junction(s) of the internal service road and the highway. This would probably involve the construction of acceleration/deceleration lanes. It is generally recommended that for safety and ease of access reasons, an internal service road have two direct access points onto Highway No. 1A. Direct access to individual lots from the highway would not be permitted, as the existing operational level of Highway No. 1A must be maintained as much as possible. To this end, even the two access points of the internal service road would have to be adequately separated. An alternative would be to have one primary access point, which would be used by day-to-day traffic. An emergency-only access onto Highway 1A would also be developed.

# APPENDIX C

## EXCERPTS FROM THE CALGARY REGIONAL PLAN RELATING TO RURAL INDUSTRIAL USES AND PARKS

## 1.6.18 Rural Industry

The following classes of industries are considered to be rural in nature:

a) Agricultural Processing and Distribution Industries

Those industries providing products or services directly associated with the agricultural industry in rural districts which are designed primarily for agricultural use such as:

Processing:

- livestock auction marts
- grain elevators
- feed mills

Distribution:

- bulk fertilizer distribution plants
- bulk agricultural chemical distribution plants
- bulk fuel plants
- farm implement dealerships
- crop spraying
- greenhouses

- retail outlets for the goods produced or stored as part of the dominant use on the same site.

b) Natural Resource Extractive Industries:

Industries, the location of which is governed by natural geographic or geological features. Included in this category would be such industrial developments as:

- cement plants
- sand and gravel operations
- extraction and processing of petroleum and natural gas
- extraction and processing of coal
- extraction and processing of mineral deposits
- logging and forestry operations

c) Non-labour-intensive Industries:

Industries requiring relatively large areas of land, but which have only a minimal requirement for on-site improvements, municipal services and public amenities. This category of industrial development would include, for example, but would not be restricted to:

- storage and handling of pipe and drilling equipment
- storage and handling of trucks, recreation vehicles and construction equipment
- storage and handling of bulk building materials
- ready-mix concrete plants and yards
- any servicing and repair operations reasonably incidental to the dominant use
- any on-site residential accommodation reasonably necessary for the security of the primary operation
- public uses

For the purpose of clarification, storage industries do not include manufacturing, processing, sales or commercial servicing functions. (Amended June 29, 1985.)

d) Hazardous Industries:

Industries which by reason of emissions offensive or hazardous to human health, safety and well-being cannot reasonably be expected to co-exist compatibly with other essential elements of an urban environment. Such industries generally might be classed as noxious in character and, without restricting the generality of the foregoing, would include, for example

- petro-chemical industries
- petroleum refineries
- rendering plants
- alfalfa processing plants
- auto wreckers and scrap metal collection centres
- retail outlets for goods processed or stored on the same site, where the dominant use is auto wreckers and scrap metal collection.

Those classes of industries not included in this definition are not considered rural in nature.

## 1.6.19 Rural Industrial Park

For the purpose of this Plan the term Rural Industrial Park shall be construed to mean an industrial subdivision in a rural area developed for establishment of rural industries in accordance with this Plan and municipal requirements.

Chapter 4, Section 8

# RURAL INDUSTRIAL DEVELOPMENT

## Planning Principles

### 4.8.1

The Plan recognizes the greatly expanded scope of rural industrial development in the region. This makes it necessary to anticipate changing needs and to provide a general system guiding the location of rural industry, the standards of servicing, and the specifications for subdivision.

### 4.8.2

This section makes provision for a rural municipality to make provision at its discretion for rural industrial land use, in conformity with this Plan. All rural industrial uses should be directed to industrial parks with the exception of natural resource extractive, hazardous, and agricultural processing industries.

### 4.8.3

The Plan recognizes the importance that a concentrated pattern of rural industrial land use is preferred over one that is characterized by an indiscriminate dispersal of such development activity over a broad area.

## Provisions

### 4.8.4

Rural industrial uses should be located within a Rural Industrial Park excepting:

a) a natural resource extractive industry,

b) a hazardous industry,

c) an agricultural processing industry,

d) public uses.

### 4.8.5

The municipality should provide in its land use bylaw for a system of industrial land use classes to ensure compatibility among industrial uses located within a rural industrial park.

### 4.8.6

The range of rural industrial uses which may be allowed in municipal planning documents shall be limited to those classes listed in section 1.6.18 of this Plan, except that retail sales and services, such as local convenience stores and restaurants but not banks or hotels, sited and designed to serve employees in a rural industrial park may be permitted also. Rural industrial classes other than those contained in section 1.6.18 of this Plan shall require a regional plan amendment and the

amendment will be judged in accordance with the Minister of Municipal Affairs Rural Industrial Guidelines.

4.8.7

In considering locations for rural industrial parks and rural industrial uses, municipalities should consider the following criteria:

a) sound transportation planning principles, such as road capacities and necessary improvements, access, and energy efficiency in terms of home to work distances;

b) provision of adequate water and sewage facilities;

c) conservation of environmentally sensitive land;

d) minimizing significant conflicts with adjacent land uses;

e) the need for the creation of new industrial lots.

4.8.8

Rural Industrial Parks and rural industrial uses shall not be allowed on higher capability agricultural land, unless no alternative locations are reasonably available.

4.8.9

The location of rural industrial parks and rural industrial uses in the Urban Fringe Part shall conform with the criteria listed in section 4.11 of this Plan.

4.8.10

The standards of municipal services in rural industrial parks should be compatible with the uses, but should not approach those prevailing in most urban industrial parks where the density of industrial development will be higher and the range of industrial land uses more comprehensive. Municipal planning documents should contain provisions relating to the standards of municipal services for rural industrial parks.

4.8.11

Municipalities shall make provision for the notification to the Commission of any redesignation application for rural industrial parks or rural industrial uses outside rural industrial parks.

4.8.12

Municipalities shall make provision for the notification to an adjacent affected municipality of any redesignation application for rural industrial parks or rural industrial uses outside rural industrial parks.

4.8.13

Rural industrial parks should be of a size and location compatible with the principle of ensuring a concentrated pattern of rural industrial land use in the region.

# APPENDIX D

## SURVEY OF INDUSTRIES CONDUCTED BY TELEPHONE IN SEPTEMBER 1987

I.D. of Bighorn No. 8 Rural Industrial Park
Location Survey

Date of Survey _____

1. Company Name _____

2. Respondent _____

3. Nature of the Business _____

_____

4. Where are they operating from now? _____

5. Are you able to get all the land you need for your business in the Town or could you use more, for example for storage? _____

_____

6. Would you ever consider a location in the Bow Corridor outside of the Town of Canmore? _____

_____

7. How far from the Town of Canmore would you be willing to go?

less than 5 miles _____
5 to 10 miles _____
10 to 15 miles _____
more

8. If not, why? _____

_____

_____

_____

9. If yes to questions 6 and/or 7, then:

(a) What services would be mandatory?

| | | |
|---|---|---|
| (i) | water (piped or well) | Y N |
| (ii) | sewer | Y N |
| (iii) | electricity | Y N |
| (iv) | telephone | Y N |
| (v) | natural gas | Y N |
| (vi) | paved internal road (gravel) | Y N |
| (vii) | direct highway access | Y N |
| (viii) | rail access | Y N |
| (ix) | security lighting | Y N |
| (x) | on-site security guard | Y N |
| (xi) | fencing - of your own site | Y N |
| (xii) | fencing - of the entire park | Y N |

(b) How large a lot would you require? _____

(c) Would you be prepared to lease lot or would you prefer to own?

_____ _____ _____

(d) This proposal is for leased lots, not the sale of lots. What would you be willing to pay (in dollars per acre)? _____

_____

(e) Where is the majority of your product shipped? /Where are the majority of your contracts? _____

_____

(f) Where do you get your supplies from? _____

_____

(g) Where do your employees live? _____

_____

10. Would you have any suggestions or comments about the development of a rural industrial park that were not covered or addressed in this survey?

_____

_____

_____

_____

_____

_____

_____

_____

Thank you very much for your assistance. I realize how valuable your time is. This information will be incorporated into a report with recommendations to be presented to the Council of the Improvement District of Bighorn No. 8 for their consideration. Your specific comments will remain confidential.

Thank you again.

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